



The influence of job characteristics, communication satisfaction and conscientiousness on organizational citizenship behavior (OCB) of sungai penuh city sme cooperative office employees

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ABSTRACT

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This study aims to look at the influence of Job characteristics on OCB employees of the SME Cooperative Service of Sungai Penuh City.) Communication Satisfaction on OCB of employees of the SME Cooperative Service of Sungai Penuh City. Conscientiousness on OCB of employees of the SME Cooperative Service of Sungai Penuh City. Job Characteristics, Communication Satisfaction and Conscientiousness together on OCB of employees of the SME Cooperative Service of Sungai Penuh City. This study uses a type of quantitative research method, where the sampling technique uses total sampling technique, with a sample size of 49 employees of the SME Cooperative Service of Sungai Penuh City. The analysis technique is multiple regression analysis. The results of this study indicate that Job characteristics have a positive influence on OCB employees of the SME Cooperative Service of Sungai Penuh City. Communication satisfaction has a positive influence on OCB employees of the SME Cooperative Service of Sungai Penuh City. Conscientiousness has a positive influence on OCB of employees of the SME Cooperative Service of Sungai Penuh City. Job characteristics, communication satisfaction and conscientiousness together have a significant effect on OCB of employees of the SME Cooperative Service of Sungai Penuh City.

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1. INTRODUCTION

Facing challenges stemming from changes in market mechanisms and competition mechanisms, agencies are encouraged to make organizational changes (Hanelt et al., 2021; Mansaray, 2019). As stated by Drucker, (2021) The source of organizational change comes from several factors including the need for innovation, changes in industrial structure, changes in market structure, changes in perception of understanding, and knowledge renewal. To be able to create a competitive advantage the organization must create the highest individual performance. Good performance requires employees to behave in accordance with organizational expectations. Sloat, (2019), mentioned that the behavior that is expected by the organization is now not only behavior in accordance with the job

description or in-role but also additional behavior (extra-role) or often referred to as Organizational Citizenship Behavior (OCB). Sloat, (2019) said that the extra-role owned by employees or also called Organization Citizen Behaviour (OCB) is a term used to identify employee behavior so that it can be called a good member of the organization.

Eisenberg, et al, (2020) revealed that OCB develops in line with how much the organization pays attention to the level of employee welfare and the organization's appreciation of their contribution. It can also be concluded that OCB arises because of a sense of belonging to the organization and a sense of pride in the organization, so the amount of OCB expressed by an employee is also affected by their positive perception of the organization. Borman, W. C, & Motowidlo, (2020), Organizational effectiveness and efficiency will be driven by the disclosure of OCB as previously stated, this is because OCB is the lubricant of the social machine in the organization that is able to smooth interactions in the organization so as to improve organizational performance and minimize the level of absenteeism, turnover, strikes and demonstrations.

The emergence of OCB can be influenced by various factors, both internal and external to the individual. Rahajan, (2019), Krishnan, (2021), Kuehn, Kermit W, (2022), (Nardo, 2024) linking Job Characteristics to OCB. Luthans in Rahajan, (2019) put forward a core model of job characteristics conceptualized by Hackman, J.R., & Oldham, (2021) that certain work characteristics lead to certain critical psychological states. In this case, the variety of abilities, task identity and task significance lead to the experience of feeling meaningful. As autonomy leads to feelings of responsibility and feedback leads to knowledge of work results, if these psychological states become more pronounced employees will feel comfortable in the organization. Farh, J.L., et al (2019) in his research found that the sense of responsibility and significance of the task makes employees understand the importance of the organizational environment and to get high appreciation for the relationship between employees. This can make employees become better at paying attention to the needs, problems and perspectives of members in other organizations so that they can display OCB that is beneficial to organizational operations.

It is not only from the side of the job that can trigger an employee in bringing up his OCB. Kandlousi, (2020) found that Communication Satisfaction has a significant positive effect on the emergence of OCB. Communication Satisfaction is a condition of fulfilling the need to exchange information both between employees and employees with the organization. Faules, (2019) suggests that organizational Communication Satisfaction is the overall level of satisfaction felt by employees in their total communication environment. Satisfaction relates to the difference between what is desired from the point of view of communication in the organization and what people have in that regard. Goris, (2020) in his research found that Communication Satisfaction affects employee performance. Meanwhile Fisher, (2021) dan Koys, (2021) found that OCB is an aspect of employee performance. So it can be concluded that Communication Satisfaction can affect OCB which is an aspect of employee performance. However, what underlies this relationship is the existence of social exchange theory. Kandlousi, (2020) This theory explains that a person will reciprocate the benefits they receive from their organization. In other words, when employees feel satisfied, they will reciprocate through OCB disclosure.

One of the internal factors of an individual that is very instrumental in triggering OCB disclosure is his individual characteristics or personality, this is because a person displays his perceptions based on his personality characteristics. Kumar, (2019) conducting research on Personality in this case as measured by the big five personality associated with OCB, in research Kumar, (2019) It is known that some traits have a significant and strong influence such as conscientiousness. Christian et al., (2019) explained that conscientiousness is one of the dimensions of the big five personality. They define conscientiousness as the tendency to follow social norms and rules that serve a purpose and to delay pleasure and control impulses. Kumar, (2019) revealed that conscientiousness is a valid predictor of OCB. Other studies such as Wardani, (2020),

Husniati, (2019) dan Golafshani, (2022), (Basbeth & Nardo, 2023) also conducted research with the same variables, namely Personality and OCB and estimated on personality traits including Conscientiousness. Conscientiousness is one of the traits of personality, Barrick & Mount in Kumar, (2019) defines that Conscientiousness is a trait that refers to achieving goals by relying on behaviors that shape individuals to be hardworking, achievement-oriented, diligent, careful and responsible.

The UKM Cooperative Office of Sungai Penuh City as one of the government agencies of the Sungai Penuh City Small and Medium Enterprises (UKM) Cooperative Office has the main task of carrying out part of the Regional Government affairs based on the principles of autonomy and assistance in the field of Cooperatives, UKM. Based on the recapitulation data on the number of delays in the SME Cooperative Service of Sungai Penuh City, it can be seen that OCB in the SME Cooperative Service of Sungai Penuh City is still low. It can be seen that the number of late employees has increased and decreased every month. From this data, the tardiness rate is still high and fluctuating. The number of delays made by these employees indicates that one of the dimensions of personality and OCB is still low, namely conscientiousness which is related to complying with agency rules and self-discipline. Employees who have conscientiousness behavior will work beyond the minimum standards such as arriving early so that they are ready to work when working hours begin.

To improve performance, the SME Cooperative Office of Sungai Penuh City sets rules by applying manual attendance after online attendance to employees who arrive on time for work. Through this policy, manual attendance is enforced as a follow-up to online attendance for employees who arrive on time. However, it is important to note that this consequence does not apply to tardy employees, who will automatically lose their meal allowance. This action was taken based on the belief that tardiness is a reflection of employees' low commitment to the institution. Thus, this policy becomes a tool to encourage employees to have high self-discipline and commitment to their duties and responsibilities. Organizational justice is an important focus in the implementation of this rule, with the aim of creating a fair working environment for all employees. Thus, it is expected that this measure will result in significantly improved performance and organizational commitment. With such rules in place, employees should have the self-discipline to arrive on time. Employees who have high commitment will comply with every rule set by the company. To increase organizational commitment, organizational justice is needed in the workplace.

One form of sense of belonging shown by employees. OCB shown by employees can be a sign that employees are able to feel their involvement in an organizational activity. Participating in finding solutions to problems faced by the Agency, participating in providing input to the company are some examples of OCB that can help the organization achieve its goals. Each operating area has a different development process with different numbers. The placement of employees of the SME Cooperative Office of Sungai Penuh City must also be divided into bureaucratic lines to be quite longer. The long bureaucracy results in communication lines, especially information from the center will take relatively longer, so that there needs to be a better communication relationship so that communication is not further hampered.

The busyness in carrying out the best activities for the needs of the community requires all employees at all levels to have adequate abilities and good personalities, such as a sense of responsibility, reliability and a persistent attitude to always display the best performance. A good personality is required to be possessed by all levels of employees of the SME Cooperative Service of Sungai Penuh City, this is because the SME Cooperative Service of Sungai Penuh City is a service provider agency which of course the value of the agency is greatly influenced by the service performance of its employees and the service system created. In addition, the large variety of work in the SME Cooperative Service of

Sungai Penuh City makes all types of work vital and interrelated so that every type of work is important.

Based on the above background and the conditions of the Sungai Penuh City Government in general and the Sungai Penuh City UKM Cooperative Office in particular, where the organizational revolution is being carried out by the Sungai Penuh City UKM Cooperative Office with the aim of increasing good regional development. So that the application of Job Characteristics by not ruling out the existence of support in the form of autonomy in the form of Communication Satisfaction from the Agency towards its employees and by paying attention to the personality in the form of employee Conscientiousness is very important in an effort to achieve the objectives of the SME Cooperative Service of Sungai Penuh City. So that this research tries to examine the "Effect of Job Characteristics, Communication Satisfaction and Conscientiousness on OCB Employees of the SME Cooperative Service of Sungai Penuh City.

2. RESEARCH METHOD

2.1 Type of Research

The method used in this research is quantitative research to determine the influence between variables. This study aims to determine the effect of research analyzing the influence of Job Characteristics (X1), Communication Satisfaction (X2), and Conscientiousness (X3) on OCB (Y). The object of this research is all employees of the SME Cooperative Office of Sungai Penuh City. Population is the whole of the object of study that provides an accurate description of the research. According to Darmadi, (2020) population is the total number of objects or subjects that are used as data sources in a study that have the same properties or characteristics. The population in this study were all employees of the SME Cooperative Office of Sungai Penuh City as many as 49 people. The research sample is a limited number and part of the population, part of the population that is selected and represents the population. (Muri, 2021; Sugiyono, 2019). The technique in this sampling uses total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population. Sugiyono, (2021). The reason for taking total sampling is because according to Sugiyono, (2021) the population is less than 100, the entire population is used as a research sample.

2.2 Classical Assumption Test

The normality test aims to see whether the sample data is normally distributed or not. The normality test can be done using the Kolmogorov Smirnov Test with IBM SPSS for Windows Ver. 24.0. The data is normally distributed if the significant level obtained is greater than the real level of 0.05. The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables is equal to zero. (Ghozali, 2017). The way to detect the presence or absence of multicollinearity in the regression model is through the tolerance value and variance inflation factor (VIF). These two measures show which independent variables are explained by other independent variables. In simple terms, each independent variable becomes the dependent variable and is regressed on the other independent variables. A commonly used cut-off value to indicate the presence of multicollinearity is a tolerance value ≥ 0.10 or equal to a VIF value ≥ 1.0 . Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity can be done by looking at the Garfik Plott (Scatter plot). If there is no

clear pattern, such as points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity.

2.4 Data Analysis Technique

According to Sugiyono, (2021) What is meant by analysis technique is an activity after data from all respondents or other data sources are collected. Activities in data analysis are: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed.

2.5. Research Conceptual Framework

The conceptual framework is a model that explains how a theory relates to important factors that are known in a particular problem. The conceptual framework will connect theoretically between the research variables, namely the independent variable and the dependent variable. (Erlina,2021). Based on the theoretical basis and the formulation of research problems as described earlier, the conceptual framework used in this study can be seen in the following figure:

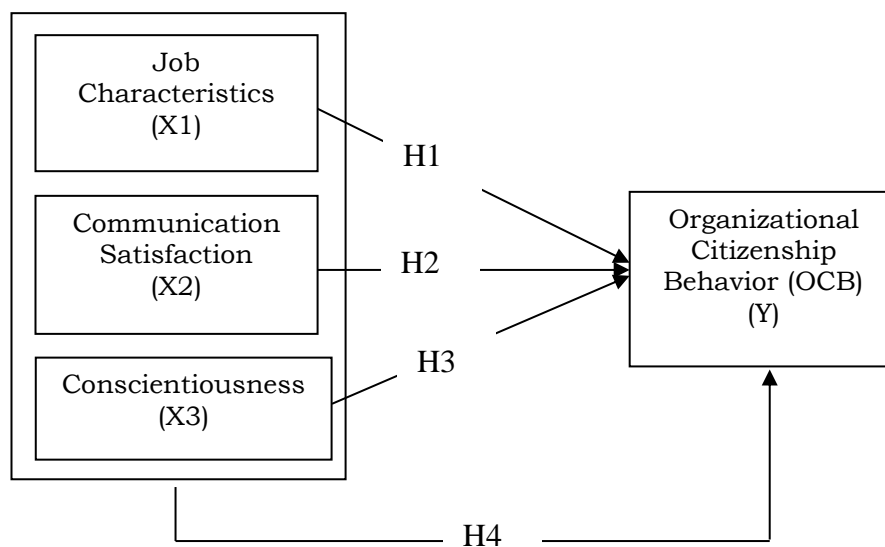


Figure.1 Research Conceptual Framework

2.6 Hypothesis

In accordance with the formulation of the problem and research objectives, the hypothesis in the study is:

1. H₀ : Job Characteristics do not have a significant effect on OCB of Sungai penuh City SME Cooperative Service Employees
H_a: Job Characteristics has a significant positive effect on OCB of Sungai penuh City SME Cooperative Service Employees.
2. H₀ : Communication Satisfaction has no significant effect on OCB of Sungai penuh City SME Cooperative Service Employees.
H_a : Communication Satisfaction has a significant positive effect on OCB of Sungai penuh City SME Cooperative Service Employees.
3. H₀ : Conscientiousness does not have a significant effect on OCB employees of the SME Cooperative Service of Sungai Penuh City.
H_a: Conscientiousness has a significant positive effect on OCB of SME Cooperative Service Employees in Sungai Penuh City.

4. H₀ : Job Characteristics, Communication Satisfaction, Conscientiousness, do not have a significant effect on OCB of Sungai penuh City SME Cooperative Service Employees
 Ha: Job Characteristics, Communication Satisfaction, Conscientiousness, have a significant positive effect on OCB of SME Cooperative Service Employees in Sungai Penuh City.

3. RESULTS AND DISCUSSIONS

3.1 Data Description

The data was obtained by distributing questionnaires to 49 respondents, namely all employees of the SME Cooperative Office of Sungai Penuh City. The research presents a description of the data according to the characteristics of the respondents and the answers to the questionnaire.

3.2 Data Instrument Test

This is necessary to know that the variables under study function as verification tools which include validity tests and reliability tests. The validity test results show that each variable in this study is valid and able to be used to test the research hypothesis, because the Corrected Item-Total Correlation value (r count) is greater than r table. Where the value of r table in the study was sought at a significance of 0.05 with a 2-sided test and the value of $df = n - 2 = 45 - 2 = 43$, namely 0.2759. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function.

The reliability test results show Cronbach's alpha value of each instrument is greater than 0.60, so it can be used to conduct research or test research hypotheses (reliable). The results of the reliability test in this study on the Organizational Behavior Citizenship (OCB) variable (Y) obtained an Alpha value of 0.807. The reliability test on the Job characteristics variable (X1) obtained an Alpha value of 0.781, on the Communication satisfaction variable (X2) obtained an Alpha value of 0.830 and on the Conscientiousness variable (X3) obtained an Alpha value of 0.777.

3.4 Classical Assumption Test

a. Normality Test

This normality test is used to test the normality of the regression model. The test was carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value of each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in Table 4

Table 4. Normality Test Results
 One-Sample Kolmogorov-Smirnov Test

		OCB	Job characteristics	Communication satisfaction	Cons
N		49	49	49	49
Normal	Mean	41.1224	40.8776	65.4490	51.6531
Parameters ^a	Std. Deviation	2.59513	2.86962	4.28204	3.54466
Most	Absolute	.122	.122	.143	.151
Extreme	Positive	.075	.062	.092	.066
Differences	Negative	-.122	-.122	-.143	-.151
Kolmogorov-Smirnov Z		.122	.122	.143	.151
Asymp. Sig. (2-tailed)		.394 ^a	.168 ^a	.214 ^a	.307 ^a

a. Test distribution is Normal.

Source: Data processed, 2024

From the table above, which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from

the results of the sig value of the organizational behavior citizenship (OCB) variable (Y) is $0.394 > 0.05$; the job characteristics variable (X1) is $0.168 > 0.05$; the communication satisfaction variable (X2) is $0.214 > 0.05$; the conscientiousness variable (X3) is $0.307 > 0.05$. So it is concluded that for the variables of organizational behavior citizenship (OCB), job characteristics, communication satisfaction and conscientiousness of employees of the UKM Cooperative Office of Sungai Penuh City are normally distributed.

b. Multicollinearity Test

The Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). How to determine whether there is a deviation from the multicollinearity test is by looking at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 , the data is free from multicollinearity symptoms, as can be seen in table 5 below:

Table 5. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Job characteristics	.970	1.030
	Communication satisfaction	.979	1.021
	Conscientiousness	.988	1.013

a. Dependent Variable: Y

Source: Data processed, 2024

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

3.5 Research Hypothesis Test

a. Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aim to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is done by comparing t-count with t-table and sig value with $\alpha = 0.05$. In detail the results of multiple regression testing can be seen in Table 6.

Table 6. Multiple Regression Equation
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	24.575		
	Job characteristics	.774	.071	.856	10.877	.000
	Communication satisfaction	.115	.047	.190	2.429	.019
	Conscientiousness	.146	.057	.199	2.555	.014

a. Dependent Variable: Y

Source: Data processed, 2024

Based on Table 4.17 above, the estimation model can be analyzed as follows:

$$Y = 24.575 + 0.774 (X_1) + 0.115 (X_2) + 0.146 (X_3) \quad (1)$$

From the above equation it can be seen that there is a constant value of 24.575 which means that if job characteristics, communication satisfaction, conscientiousness are zero, then the value of the organizational behavior citizenship (OCB) variable is at 24.575. This means that the variables of job characteristics, communication satisfaction, conscientiousness contribute to increasing organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. The regression coefficient value of job characteristics is positive 0.774. This means that if job characteristics increase by one unit, it will result in an increase in organizational behavior citizenship (OCB) of 0.774 units. The regression coefficient value of communication satisfaction is positive, namely 0.115. This means that if communication satisfaction drops by one unit, it will result in an increase in organizational behavior citizenship (OCB) for employees of the Sungai Penuh City UKM Cooperative Office by 0.115 units. The regression coefficient value of conscientiousness is positive, namely 0.146. This means that if conscientiousness increases by one unit, it will result in an increase in organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City by 0.146 units.

b. Regression Coefficient Test (t-test)

1. Hypothesis 1 Testing

The first hypothesis proposed, that job characteristics partially have a positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. Based on the analysis results of the t test, it is known that the significance level of the job characteristics variable is $0.000 < \text{the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between job characteristics on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City.

2. Hypothesis 2 Testing

The second hypothesis proposed, that communication satisfaction partially has a positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. Based on the analysis results of the t test, it is known that the significance level of the communication satisfaction variable is $0.019 < \text{than the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between communication satisfaction on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City.

3. Hypothesis Testing 3

The third hypothesis proposed, that conscientiousness partially has a positive effect on organizational behavior citizenship (OCB). Based on the analysis results of the t test, it is known that the significance level of the conscientiousness variable is $0.014 < \text{than the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between conscientiousness on organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City.

c. Regression Coefficient Test (F Test)

4. Hypothesis Testing 4

The fourth hypothesis proposed, that job characteristics, conscientiousness, and conscientiousness together have a positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. Based on the analysis results of the F test, it is known that the significance level of the job characteristics, communication satisfaction, and conscientiousness variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between job characteristics, communication satisfaction, and conscientiousness on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. As can be seen in table 7 below:

Table 7. F Test Results
ANOVA^b

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	235.910	3	78.637	40.509	.000 ^b
	Residual	87.355	45	1.941		
	Total	323.265	48			

a. Predictors: (Constant), X3, X2, X1
b. Dependent Variable: Y

Source: Data processed, 2024

d. Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in Table 8.

Table 8. R Square Test Results

Model	R	R Square	Model Summary ^b	
			Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.730	.712	1.39328

a. Predictors: (Constant), X3, X2, X1
b. Dependent Variable: Y

Source: Data processed, 2024

Based on the results of the R square analysis, it is 0.730, this means that 73.0% of organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City is influenced by the independent variables of job characteristics, communication satisfaction, conscientiousness. While the remaining 27.0% is influenced by other variables outside the model.

Discussions

The influence of Job characteristics on Organizational Behavior Citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City.

The results of this study indicate that job characteristics have a significant positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. This indicates that job characteristics determine the organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that the higher the job characteristics of employees of the SME Cooperative Service of Sungai Penuh City, the higher the organizational behavior

citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. From the results of this study, it can be seen that the job characteristics variable has a coefficient of 0.774, which means that job characteristics have a big influence. This indicates that job characteristics can play a role in increasing organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. If the SME Cooperative Service of Sungai Penuh City wants to increase organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City, it must improve the job characteristics of employees of the SME Cooperative Service of Sungai Penuh City.

The effect of Communication satisfaction on Organizational Behavior Citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City.

The results of this study indicate that communication satisfaction has a significant positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This indicates that the communication satisfaction of employees of the SME Cooperative Service of Sungai Penuh City determines the organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that the better the communication satisfaction of the agency, it will increase the organizational behavior citizenship (OCB) of the employees of the SME Cooperative Service of Sungai Penuh City. From the results of this study, it can be seen that the work communication satisfaction variable has a coefficient of 0.115, which means that work communication satisfaction has the greatest influence of other variables. This indicates that high communication satisfaction can increase organizational behavior citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City. If the SME Cooperative Service of Sungai Penuh City wants to increase organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City, it must improve and create good employee communication satisfaction at the SME Cooperative Service of Sungai Penuh City in the agency.

The influence of Conscientiousness on Organizational Behavior Citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City.

The results of this study indicate that conscientiousness has a significant positive effect on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This indicates that conscientiousness determines the organizational behavior citizenship (OCB) of the SME Cooperative Service Employees of Sungai Penuh City. This means that the better and better the conscientiousness of employees of the SME Cooperative Service of Sungai Penuh City of an agency will increase the organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. From the results of this study, it can be seen that the conscientiousness variable has a coefficient of 0.146, which means that conscientiousness has an influence. This indicates that conscientiousness can play a role in increasing organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. If Pariaman Police wants to increase organizational behavior citizenship (OCB) of employees of the UKM Cooperative Service of Sungai Penuh City, it must create good conscientiousness in employees of the UKM Cooperative Service of Sungai Penuh City at the agency.

The Effect of Job Characteristics, Communication Satisfaction, Conscientiousness on Organizational Behavior Citizenship (OCB) of employees of the SME Cooperative Office of Sungai Penuh City.

The results of this study indicate that job characteristics, communication satisfaction, conscientiousness together have a significant influence on organizational behavior citizenship (OCB) employees of the SME Cooperative Office of Sungai Penuh City with anova test F value of 0.000 small than 0.05. This indicates that job characteristics,

communication satisfaction, conscientiousness determine organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that job characteristics, high communication satisfaction, and conscientiousness are not good, it will increase organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City.

4. CONCLUSION

Based on the results of hypothesis testing and discussion, several conclusions can be drawn Job characteristics have a positive influence on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that organizational behavior citizenship (OCB) of employees of the UKM Cooperative Service of Sungai Penuh City will increase if the job characteristics in the agency are high and make employees of the UKM Cooperative Service of Sungai Penuh City comfortable at work and can increase their organizational behavior citizenship (OCB). Communication satisfaction has a positive influence on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that organizational behavior citizenship (OCB) of employees of the UKM Cooperative Service of Sungai Penuh City will increase if communication satisfaction is good, because communication satisfaction can reduce the morale of employees of the UKM Cooperative Service of Sungai Penuh City in carrying out work. The higher the communication satisfaction of an employee of the SME Cooperative Service of Sungai Penuh City in an agency, the lower his organizational behavior citizenship (OCB) in doing his job at the agency. Conscientiousness has a positive influence on organizational behavior citizenship (OCB) of employees of the SME Cooperative Service of Sungai Penuh City. This means that organizational behavior citizenship (OCB)

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