

**ANALYSIS OF THE EFFECT OF WORKING PERIOD AND LMX QUALITY PERCEPTION ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AND THEIR IMPACT ON OCB OF PT. ADHI PERSADA BETON IN ACEH**

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**ABSTRACT**

This study was conducted to determine and examine the analysis of the effect of working period and Perception of Leader-Member Exchange (LMX) Quality on job satisfaction and organizational commitment and their impact on organizational citizenship behavior (OCB) of employees of PT Adhi Persada Beton in Aceh Besar. The population was all employees of PT Adhi Persada Beton totaling 473 employees. The sample was determined using cluster random sampling and the Slovin formula and obtained 216 employees as a sample. Data was collected using a questionnaire through the google form application. The research model was analyzed using SEM-AMOS. The descriptive hypothesis test results show that all variables are good. The result of the direct influence hypothesis test shows that the working period affects satisfaction, LMX Quality Perception affects commitment, LMX Quality Perception affects OCB, satisfaction affects OCB, and commitment affects OCB. The result of the indirect effect hypothesis test proves that satisfaction mediates the working period affects OCB, and commitment mediates LMX Quality Perception affects OCB. Satisfaction and commitment are proven to function as partial mediators. Thus, the results prove that the OCB improvement model at PT. Adhi Persada Beton is a function of the length of the working period, improving LMX quality, increasing satisfaction, and strengthening commitment.

**Keyword:** Working Period, LMX Quality Perception, Job Satisfaction, Organizational Commitment, OCB.

**1. INTRODUCTION**

PT Adhi Persada Beton is a subsidiary of PT Adhi Karya (Persero) Tbk, which is a leading state-owned infrastructure company (BUMN) in Indonesia. PT Adhi Persada Beton continues to transform. The achievements of the company can not be separated from the role of organizational citizenship behavior (OCB) owned by its employees. OCB is a form of voluntary activity from members of the organization (Morrison, 1994). OCB is not a form of self-formed attitude regulation caused by many factors. OCB owned by employees is very dependent on job satisfaction, organizational commitment, working period, and perception of Leader-Member Exchange (LMX) Quality.

Job satisfaction is a positive emotional state (Mathis & Jackson, 2019). Therefore, it is very important for employees to be satisfied with their performance. In addition to satisfaction, every employee is also required to have a high commitment to the organization. This is due to the commitment, namely, employees believe and accept organizational goals and are willing to stay

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with the organization. The working period is also one of the most important factors in influencing OCB. This is because the working period will be able to provide employee effectiveness in working which is supported by the experience factor. Finally, the perception of LMX LMX Quality Perception is the most important factor in improving employee OCB.

## **2. LITERATURE STUDY**

### **OCB**

According to (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and (Sloat, 1999) states that OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Judging from previous research which states that job satisfaction affects OCB carried out by (Khan, Memon, Cheing, & Ting, 2021) and (Mahendra, 2008) proves that satisfaction affects OCB. Study (Lubis, 2015) shows that organizational climate and commitment affect OCB, organizational climate and commitment affect performance, and OCB affects performance.

(Yuliani & Katim, 2017) strengthens previous findings with the results of his research which shows that commitment and job satisfaction have a significant positive effect on OCB. (Podsakoff et al., 2000) states that OCB can be measured using indicators in the form of 1) Volunteering to help others or prevent work-related problems. 2. Willingness or desire to accept the discomfort that arises. 3. Behavior of individual loyalty to the organization. 4. Behavior that complies with all organizational rules, procedures, and regulations even though there is no party supervising it. 5. Carry out tasks better or exceed the standards/levels set. 6. Actively participate in organizational activities. 7. Keeping up with the latest developments in the field you are mastering

### **Job Satisfaction**

(Robbins & Judge, 2017) states job satisfaction is a general attitude towards one's work as the difference between the number of rewards that workers receive and the number of rewards that they believe should be received. A favorable or unfavorable emotional state in which employees view their work represents satisfaction (Luthans, 2013) and (Mathis & Jackson, 2019). According to (Newstrom & Davis, 2002) stated that job satisfaction is a set of employees' feelings about the pleasant or unpleasant of their job. In this study, job satisfaction will often be referred to as job satisfaction. (Robbins & Judge, 2017) says in several important satisfaction factors can affect satisfaction, such as the type of work itself, coworkers, salary, fairness, environment, ideas, recognition, and opportunities in every job.

### **Organizational Commitment**

According to (Mahalingam & Suresh, 2018) and (Greenberg & Baron, 2018), Organizational commitment is the degree to which employees are involved in their organization and wish to remain members. (Robbins & Judge, 2017) and (Mathis & Jackson, 2019) defines commitment, which is a level to which employees will confidently accept what is the goal of the organization so that in the end employees want to stay and always try to be with the company. In this study, organizational commitment will often be referred to as commitment only. According to (Mahalingam & Suresh, 2018), indicators of commitment are divided into 5, namely: 1. Trust and acceptance of the goals and values of the organization, 2. Willingness to use real effort for the benefit of the organization, 3. Desire to maintain membership in the organization. 4. Contribute to

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every activity organized by the organization. 5. Feel you belong to the organization where you work.

### **Working Period**

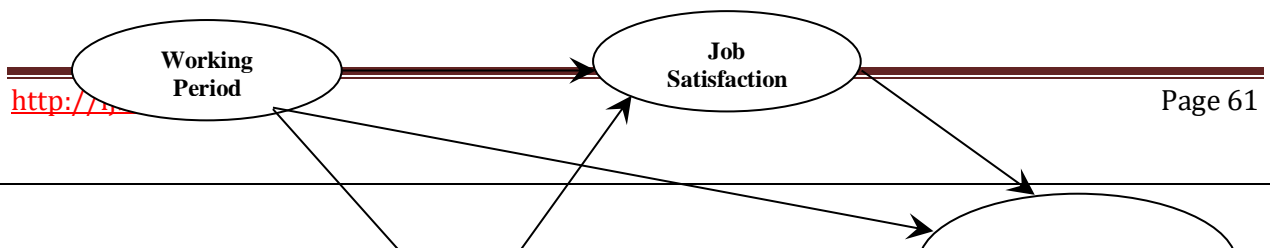
The working period is the period or the length of the workforce working in a place (Dembe, Erickson, Delbos, & Banks, 2005). According to (Beauregard & Henry, 2009) and (Berg, Appelbaum, Bailey, & Kalleberg, 2004), the Working period or length of work is generally the length of time a person works in the same or different fields of activity, which is usually measured by time. (Eldridge & Nisar, 2011) states working period is a component consisting of age, working period, and rank group. They also mentioned that several things can determine as an indicator of the working period, namely as follows: 1) The length of time working given by the organization, 2) adequate level of knowledge, 3) work experience of employees, 4) skills possessed, 5) mastery of work and equipment, 6) able to work effectively.

### **LMX Quality**

The concept of (LMX) quality perception was introduced by (Dansereau, Graen, & Haga, 1975) with the name Vertical Dyad Linkage, which is a theory that studies the reciprocal relationship of leaders with their subordinates. Then in 1982, the theory changed its name to the superior-subordinate relationship, also known as the Leader-Member Exchange (LMX) theory. Therefore, in this research, the variable of superior-subordinate relationships quality will also be referred to as the LMX Quality Perception.

According to (Greguras & Ford, 2006), the quality of LMX is a theory to understand the influence of the leader's role on members, teams, or organizations. (Liden & Maslyn, 1998), and (Graen & Uhl-Bien, 1995) mentions that measuring the quality of superior-subordinate relationships can be done by using indicators in the form of 1) mutual respect, 2) trust, 3) obligation.

### **Research Model**



**Figure 1. Research Model**

- H1: Working Period, LMX Quality Perception, Satisfaction, Commitment, and OCB of PT Adhi Persada Beton have been going well.
- H2: Working Period Affects Satisfaction at PT Adhi Persada Beton
- H3: Working Period Affects Commitment at PT Adhi Persada Beton
- H4: LMX Quality Perception Affects Satisfaction at PT Adhi Persada Beton
- H5: LMX Quality Perception Affects Commitment at PT Adhi Persada Beton
- H6: Working Period Affects OCB at PT Adhi Persada Beton
- H7: LMX Quality Perception Affects OCB at PT Adhi Persada Beton
- H8: Satisfaction affects OCB at PT Adhi Persada Beton
- H9: Commitment Affects OCB at PT Adhi Persada Beton
- H10: Working Period Affects OCB at PT Adhi Persada Beton through Satisfaction
- H11: LMX Quality Perception Affects OCB at PT Adhi Persada Beton through Commitment

**3. METHOD**

The research was conducted at PT Adhi Persada Beton which is located in Aceh Besar District, Indonesia. The population was all of its employees, totaling 473 employees. The sample was determined using cluster random sampling and the Slovin formula and obtained 216 employees as a sample. The number of samples is shown in table 1 below.

**Table 1. Population and Sample**

No.	Division	Population	Sample	Percentage
1.	Center	32	15	6.78%
2.	Engineering	61	28	12.90%
3.	Production	95	43	20.08%
4.	Heavy equipment	53	24	11.20%

No.	Division	Population	Sample	Percentage
5.	Driver	23	11	4.86%
6.	Laboratory Section	75	34	15.86%
7.	Finance	26	12	5.50%
8.	mechanic	53	24	11.20%
9.	Security	31	14	6.55%
10.	K3 Member (work safety)	24	11	5.07%
<b>Amount</b>		<b>473</b>	<b>216</b>	<b>100%</b>

Source: HR Department of PT Adhi Persada Beton (2022)

Collecting data using a personal questionnaire. Questionnaires were distributed through the google form application to respondents through their respective WhatsApp groups of PT Adhi Persada Beton. The respondents must choose the answers that the researchers have provided in the google form application, which uses a Likert scale. The data were analyzed using the SEM-AMOS application.

#### 4. RESULTS

##### Descriptive Hypothesis

On the results of respondents' perceptions, it is known that the condition of each variable is as follows:

**Table 2. Mean Value**

No	Variable	Mean	Significance
1.	Working Period ( $X_1$ )	4.34	0.000
2.	LMX Quality Perception ( $X_2$ )	4.34	0.000
3.	Satisfaction ( $Y_1$ )	4.50	0.000
4.	Commitment ( $Y_2$ )	4.32	0.000
5.	OCB ( $Z$ )	4.52	0.000

Based on the results of the descriptive hypothesis testing as shown in table 2 above, it explains that the condition of each variable in this study is very good which is shown from the acquisition of the mean value on all variables already  $> 3.40$  and significance  $< 0.05$ .

##### Direct Hypothesis

The results of the structural model are as follows.

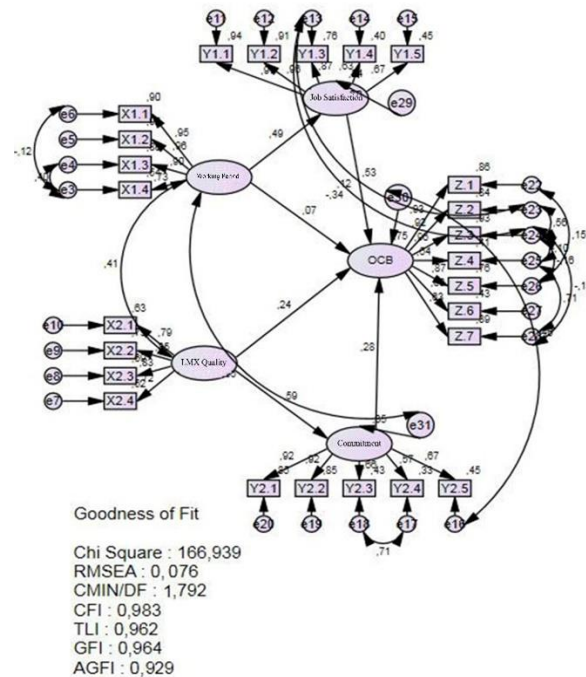


Figure 2. Results of SEM Test

Figure 2 describes the effect of causality, and Table 3 in more detail is as follows.

Table 3. Regression Weight

			Estimate	S.E.	C.R.	P
Commitment	<---	LMX Quality Perception	.588	.073	6.763	***
Job Satisfaction	<---	Working Period	.489	.090	6.980	***
OCB	<---	Job Satisfaction	.530	.032	12.291	***
OCB	<---	Commitment	.283	.075	4.014	***
OCB	<---	Working Period	.470	.059	4.132	***
OCB	<---	LMX Quality Perception	.220	.046	4.827	***

Based on the results of the SEM analysis in Table 3 above, the results of direct hypothesis testing is explained as follows:

**LMX Quality Perception Effect on Commitment**

The results prove that LMX Quality Perception affects Commitment. Testing the effect resulted in a CR of 6.763, a significance of 0.000, and a coefficient of 0.588 or 58.8%. This indicates that the better the LMX Quality Perception will affect increasing commitment.

**Working Period Effect on Satisfaction**

The results prove that the working period affects satisfaction. Testing the effect resulted in a CR of 6.980, a significance of 0.000, and a coefficient of 0.489 or 48.9%. This indicates that the better the working period will affect on increasing satisfaction.

**Satisfaction Effect on OCB**

The results prove that satisfaction affects OCB. Testing the effect produces a CR worth 12,291, a significance value of 0.000, and a coefficient of 0.228 or 53.0%. This indicates that the better satisfaction will affect increasing OCB.

**Commitment Effect on OCB**

The results prove that commitment affects OCB. Testing the effect resulted in a CR of 4.014, a significance of 0.000, and a coefficient of 0.283 or 28.3%. This indicates that the better the commitment will affect the increase in OCB.

**Working Period Effect on OCB**

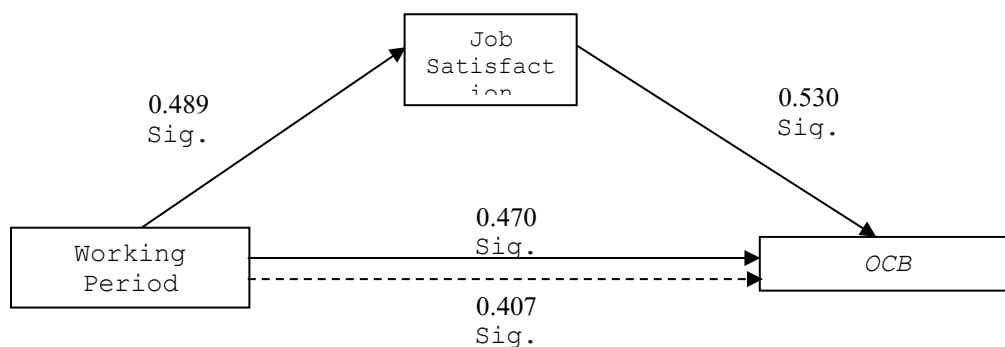
The results prove that the working period affects OCB. Testing the effect resulted in a CR of 4.132, a significance of 0.000, and a coefficient of 0.470 or 40.7%. This indicates that the better the working period will affect the increase in OCB.

**LMX Quality Perception Effect on OCB**

The results prove that LMX Quality Perception affects OCB. Testing the effect produces a CR of 4.827, a significance of 0.000, and a coefficient of 0.220 or 22.0%. This indicates that the better the LMX Quality Perception will affect increasing OCB.

The results of testing the indirect hypothesis are as described below:

**Working Period Effect on OCB Through Satisfaction**

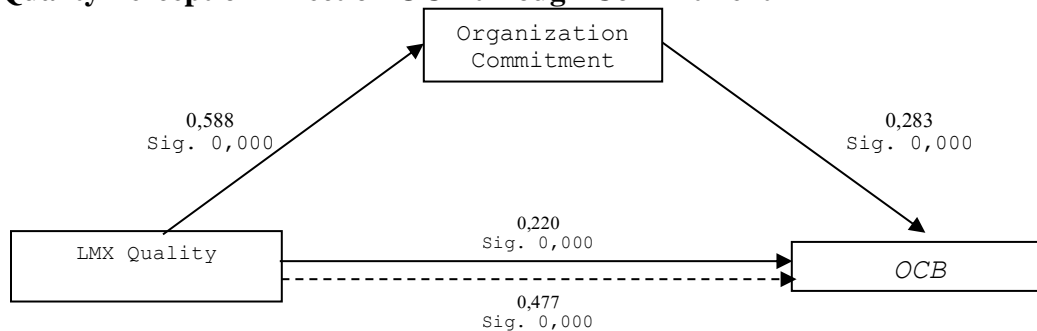


**Figure 3.** Testing the Mediation Effect of Working Period on OCB through Satisfaction

Based on Figure 3, the path coefficient between working period and satisfaction is obtained, the path coefficient value is 0.489; while the path coefficient of satisfaction with OCB is 0.530. The path coefficient between the working period and OCB is 0.470. Because the working period effect on OCB is significant, the working period effect on satisfaction is significant, and the

satisfaction effect on OCB is also significant, it reveals that satisfaction plays a role as a variable that mediates the working period effect on OCB. The mediating role played by Satisfaction is partially mediating. Partially mediating contains the definition that the working period variable can directly affect the OCB variable without going through the satisfaction variable first. The effect of the working period on OCB can occur directly or indirectly through satisfaction.

**LMX Quality Perception Effect on OCB through Commitment**



**Figure 4.** Testing the Mediation Effect of LMX Quality Perception on OCB through Commitment

Based on Figure 4, the path coefficient between LMX Quality Perception and Commitment is obtained, the path coefficient value is 0.588; while the path coefficient of Commitment to OCB is 0.283. The path coefficient between the LMX Quality Perception and OCB is 0.220. Because the LMX Quality Perception effect on OCB is significant, the LMX Quality Perception effect on Commitment is significant, and the Commitment effect on OCB is also significant, it shows that Commitment acts as a variable that mediates the LMX Quality Perception effect on OCB. The mediating role played by Commitment is partially mediating. Partially mediating contains the definition that the LMX Quality Perception variable can directly influence the OCB variable without first going through the Commitment variable. The effect of LMX Quality Perception on OCB can occur directly (directly) or indirectly (indirectly) through commitments.

**5. CONCLUSION**

The descriptive hypothesis test results show that all variables are good. The result of the direct influence hypothesis test shows that the working period affects satisfaction, LMX Quality Perception affects commitment, LMX Quality Perception affects OCB, satisfaction affects OCB, and commitment affects OCB. The result of the indirect effect hypothesis test proves that satisfaction mediates the working period affects OCB, and commitment mediates LMX Quality Perception affects OCB. Satisfaction and commitment are proven to function as partial mediators. Thus, the results prove that the OCB improvement model at PT. Adhi Persada Beton is a function of the length of the working period, improving LMX quality, increasing satisfaction, and strengthening commitment. This model can be developed by further researchers by adding new variables. Several recommendations were also generated by this study for practitioners, especially the research subject, namely PT Adhi Persada Beton.

The effectiveness of employees is expected to be improved in every work routine. This should be realized due to the high work intensity faced by employees. Several steps can be taken to make work more effective, such as by setting work priorities, managing time and discipline,



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trying to focus, and establishing proper and appropriate routines. The leadership's willingness to appreciate the work of the employees needs to be done to improve the quality of LMX. By doing this, it is hoped that employees will become more motivated in providing their best productivity at work.

Improving the skills of employees in carrying out their work is one instrument that is quite well done due to the high duration and intensity of work in a field full of competition and challenges. Several things can be done to improve the skills of employees, such as by providing motivation at work, providing training and career development, providing supporting facilities, giving appreciation for the work given, giving awards for the success achieved, and providing input on work deficiencies, and monitor the progress of the work of employees. Togetherness with the company must be improved for the better. Not only related to work, but the company must carry out activities that involve all employees to build further chemistry so that all forms of work commitments expected by the company can be realized by employees.

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