

## THE FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF NON-COMMUNICABLE DISEASES (NCD) OFFICERS IN COMMUNITY HEALTH CENTERS IN DELI SERDANG REGENCY

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### Abstract

*Organizational Citizenship Behavior is an individual contribution that exceeds the demand of roles in the workplace and is rewarded based on individual performance result. This study aims to determine the effects of organizational commitment, career development, and job satisfaction towards the Organizational Citizenship Behavior on Non-Communicable Diseases (NCD) officers of Community Health Centers in Deli Serdang Regency, Indonesia. The population in this study were Non-Communicable Diseases (NCD) officers of Community Health Centers in Deli Serdang Regency, which amounted to 34 people. This research uses data collecting method of Likert scale. This research technique used multiple linear regression analysis methods. The result of this study by using f test (unison) shows that organizational commitment, career development, and job satisfaction have a positive and significant effect on Organizational Citizenship Behavior. Meanwhile, from the t-test (partial), it is found that career development and job satisfaction has a positive and significant effect, while organizational commitment has no positive effect on Organizational Citizenship Behavior. Therefore, the high or low organizational commitment, career development, and job satisfaction will affect the increase of Organizational Citizenship Behavior on Non-Communicable Diseases (NCD) officers of Community Health Centers in Deli Serdang Regency.*

**Keywords:** *Organizational commitment, Career development, Job satisfaction, Organizational Citizenship Behavior*

### Introduction

Organ (1997) defines Organizational Citizenship Behavior (OCB) as an independent individual behavior, not directly or explicitly related to the reward system and can improve the organizational effective function and notes that Organizational Citizenship Behavior (OCB) is found as an alternative explanation on performance satisfaction hypotheses based on performance. This Organizational Citizenship Behavior (OCB) involves several behaviors including the behaviors of helping others, volunteering for extra tasks, abiding by the rules and procedures at work. The low Organizational Citizenship Behavior (OCB) will result in (1) worse relationship between officers, (2) disobedience of

officials to the organization, (3) envy to colleagues, (4) unfinished work, (5) decreased organizational stability, and (6) decreased officers' performance and organization could not provide maximum service. Deli Serdang Regency Health Office implemented Integrated Coaching Post. The purpose of Non-Communicable Diseases (NCD) Integrated Coaching Post is to increase community participation in the prevention and early discovery of Non-Communicable Diseases (NCD) risk factors. For this purpose, the duty and responsibility of Non-Communicable Diseases officers of Community Health Centers are visible. This community-related work requires Non-Communicable Diseases (NCD) officers of Community

Health Centers to serve the community well. The Non-Communicable Diseases Activities Risk Factors are in the form of carrying out the activities of collecting, processing and presenting data, conducting Integrated Coaching Post-based surveillance with online application at 34 Community Health Centers on NCD Prevention and Control Portal of Indonesian Health Ministry. Based on the report of Non-Communicable Disease Control Program from Deli Serdang Regency Health Office (2017), the achievement of NCD patients during the last 2 years has not reached the target in accordance with the Non-Communicable Disease (NCD) Control Program Outcome Indicator as shown in Table 1

**Table 1. The Outcome Indicator of Non-Communicable Disease Control Program in Deli Serdang Regency in 2015-2016**

No.	Indicators	Target (2015)	2015 Outcome	Target (2016)	2016 Outcome
1	Blood Pressure Measurement (age > 18 years old and above)	25.28%	13.11%	24.77%	13.56%
2	Obesity Prevalence Examination (age > 15 years old and above)	25.28%	0	25.28%	11.0%
3	Women Examination (age 30-50 years old) in early detection of cervical and breast cancer	10%	0.87%	20%	2.61%

Source: Prevention and Control Program Department of NCD Control Deli Serdang Regency Health Office, 2017

Based on Table 1, from the indicator target outcomes of Non-communicable Disease Control Program of Deli Serdang District Health Office in 2015 and 2016, none reached the target: in 2015, Blood Pressure Measurement at 170,033 people aged > 18 years old with the outcome of 13.11 % from the target of 25.28% and in 2016, the outcome was 13.56% from the target of 24.77%. As for the Obesity Prevalence in 1,408,428 people aged > 15 years old and above, there was no outcome obtained as BMI (Body Mass Index) measurement was not conducted. By the year 2016, the BMI examination had been done and reached 11% from the target of 25.28%. For women of childbearing age, the early detection of cervical and breast cancers is still far from the target of 20% with the achieved outcome of 2.61%.

## Literature Review

### Organizational Behavior

Organizational Behavior, is actually

formed from the behaviors of individuals or groups contained in the organization (Akhbari. et al., 2013). Therefore as mentioned above the assessment of organizational behavior problems will clearly include or involve discussion of individual or group behavior. Thus it can be seen that the scope of the study of organizational behavior is limited to the internal dimensions of an organization (Podsakoff et al., 2010). In this connection, aspects that become elements, components or sub-systems of organizational behavior science include: motivation, leadership, stress and or conflict, career coaching, reward system problems, communication relations, problem solving and decision making, productivity and performance (performance), satisfaction, coaching and organizational development (organizational development), and so on (Bachrach, 2000; Chu et al., 2007; Muda et al., 2014; Gusnardi et al., 2016; Handoko et al., 2017; Erlina and Muda, I, 2018 and Muda, & Hasibuan, 2018).. Meanwhile the aspects which are the external dimensions of the organization such as economic, political, social, technological development, population and so on are the studies of strategic management science. So, even though these external factors also have a huge influence on the success of the organization in realizing its vision and mission (Rifai, 2005), it will not be discussed in the context of organizational behavior science. organizational behavior is a study that takes a micro view-putting pressure on individuals and small groups. Organizational behavior focuses on behavior in the organization and a set of achievements and variables regarding the narrow attitude of employees, and job satisfaction is a lot of attention. Topics about individual behavior, which are typically studied in organizational behavior are perceptions, values, knowledge, motivation, and personality. Included in the topic about groups are roles, leadership status, communication, and conflict.

Organizational behavior views organizational problems as human problems (Singh, 2010). Thus the core and determinant of the study of organizational behavior is about humans. The study of organizational behavior then approached the problems of individuals and groups as explained by Robbins above with various disciplines including psychology, sociology, anthropology and political science. Multidisciplinary knowledge used in the study of organizational behavior is essentially used to help us better understand the nature of the system and the values of humanity or human problems (Sunyoto, 2012; Achmad et al., 2017 and Badaruddin et al., 2017). Assuming after understanding it then the performance of an organization can be improved by organizational actors. Organizational Behavior encourages us to analyze systematically and leave intuition. Systematic studies look at relationships and attempt to determine cause and effect, and draw conclusions based on scientific evidence. While intuition is a feeling that is not always supported by research.

### **Organizational Commitment**

According to Luthans (2006), organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive according to the wishes of the organization and certain beliefs also accept the values and goals of the organization. According to McShane and Von Glinow (2008), organizational commitment is the most powerful influence, where people identify with requests and are highly motivated to implement them, even when the source of motivation is no longer present. There are three factors that influence organizational commitment, namely (Allen and Meyer, 1990 and 1991):

- Individual personal characteristics

Personal characteristics are divided into two variables, namely demographic variables and dispositional variables. Demographic variables include gender, age,

marital status, level of education, and length of time a person works in an organization. While the dispositional variable includes the personality and values of the members of the organization. This dispositional variable has a stronger relationship with organizational commitment, because of the different experiences of individual members in the organization.

- Characteristics of the organization

Included in the characteristics of the organization itself are: organizational structure, policy design within the organization and how the organization's policies are socialized.

- Organizational experience

While organizational experience is included in the satisfaction and motivation of members of the diving organization in the organization, its role in the organization, and the relationship between members of the organization and their supervisors or leaders.

### **How to Build Organizational Commitment**

According to Gary Dessler there are several steps that can be taken to build or grow one's organizational commitment, namely as follows (Sopiah, 2008):

- Make it charismatic. Make the vision and mission of the organization as charismatic, something that is used as a foundation, the basis for every employee to behave, behave and act.

- Build the tradition. Everything that is good in the organization makes it a tradition that is constantly nurtured, guarded by the next generation.

- Have comprehensive grievance procedures. If there are complaints or complaints from outside or internal to the organization, the organization must have procedures to deal with the complaint thoroughly.

- Provide extensive two way communications. Establish two-way communication in the organization without looking down on subordinates.

- Create a sense of community. Make all elements in the organization as a community in which there are values of togeth-

ness, sense of belonging, cooperation, sharing, etc.

- Build value homogeneity. Building values based on similarities. Each member of the organization has the same opportunity, for example for promotion, the basis used for promotion is ability, skill, interest, motivation, performance, without discrimination.

- Share and share alike. the organization should make a policy where between lower-level employees to the top is not too different or striking in the compensation received, lifestyle, physical appearance, etc.

Emphasize barnraising, cross utilization, and teamwork. Organizations as a community must work together, share, benefit each other and provide equal opportunities to organizations. For example, there needs to be an organizational rotation so that people who work in wet locations need to be placed in a dry place. All organizations are a work team. All must contribute maximally for the success of the organization.

Hold events that involve all members of the organization so that togetherness can be established. For example, production is stopped occasionally and all employees are involved in recreational events with family, sports competitions, art, etc. What is done by all members of the organization and their families. Employee development support. The study results show that employees will be more committed to the organization if the organization pays attention to the employee's career development in the long run (Kreitner & Kinicki, 2001; Bowling, 2009; Mwanje, 2014; Muda et al., 2014; Muda, 2017; Hasan et al., 2017; Hutagalung et al., 2017 and Muda, and Windari, 2018). Commit to actualizing. Every employee is given the same opportunity to maximize themselves in an organization with their own capacities. Provide first year job challenge. Employees enter the organization by bringing their dreams, hopes and

needs. Give concrete assistance to employees to develop their potential and realize their dreams. Enrich and empower. Create conditions so that employees do not work monotonously because routines will cause boredom for employees. This is not good because it will reduce employee performance. Promote from within. If there are job openings, the first opportunity should be given to the internal party of the company before recruiting employees from outside. Provide developmental activities. If the organization makes a policy to recruit employees from within as a priority, then naturally it will motivate employees to continue to grow and develop their personalities, as well as their positions. The question of employee security. If the employee feels safe, both physically and psychologically, then the commitment will appear by itself. Commit to people first values. Building employee commitment to the organization is a long process and cannot be formed instantly.

### **Career Development**

Career development is a formal approach to efforts to improve or improve, growth, work leadership, knowledge and ability of employees so that they can ensure that qualified people and the right experience are available when needed, thus clear career planning and development will help employees and organizations in achieving success (Robbins, 2008). Simamora, (1995) and Dalimunthe et al., (2016) describes a number of career development goals outlined as follows:

- Assist the achievement of individual and company goals in employee career development which is a reciprocal relationship that is beneficial to employee welfare and the achievement of company goals. A successful employee with excellent work performance then occupies a higher position, this indicates that the company's goals and individual goals are achieved

- Demonstrate the Relationship of Welfare Employees of the Company plan employee careers by increasing their welfare so that they have higher loyalty.

- Helping employees realize their potential abilities. Career development helps to make employees aware of their ability to occupy certain positions according to their potential and expertise.

- Strengthening relationships between Employees and Companies Career development will strengthen employee relations and attitudes towards the company.

- Proving Social Responsibility Career development is a way of creating a positive work climate and more mentally healthy employees.

- Helps strengthen the implementation of Company programs Career development helps other company programs to achieve company goals.

- Reducing Turnover (resignation due to resignation) and Staffing Costs Career development can make turnover low and so does staffing costs become more effective.

- Reducing Professional and Managerial obsolescence Career development can avoid professional and managerial obsolescence and boredom.

- Revitalizing Analysis of All Employees Career planning is intended to integrate work planning and staffing

- Enabling Thought (View) Long Time Spaces Career development relates to long periods of time. This is because the placement of a position position requires the requirements and qualifications that match the portion.

Career development is a staffing activity that helps employees plan their future careers in the company so that the company and employees concerned can develop themselves maximally (Luthans, 2006). A definition that is meaningful that career development is a step taken by the company to deal with the demands of employees' duties and to answer the

challenges of the future in developing human resources in the company which is a must and absolutely necessary.

### **Job Satisfaction**

Job satisfaction is an individual matter because each individual will have different levels of satisfaction in accordance with the values that apply to each individual (Locke, 1976). The more aspects of work that are in accordance with individual desires, the higher the level of satisfaction is felt. Job satisfaction is a general attitude towards someone's work that shows the difference between the amount of appreciation received by a worker and the amount they believe they should receive (Organ, 1988 & 1997). Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects (Sutrisno, 2009). Job Satisfaction is a (positive) attitude of workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of his jobs, the assessment is carried out as a sense of respect in achieving one of the important values in the work. Satisfied employees prefer the work situation to not like it. Locke notes that feelings associated with job satisfaction and dissatisfaction tend to reflect the estimation of labor about current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely work values and basic needs. Job values are the goals to be achieved in carrying out work assignments. What is to be achieved is the values of work that are considered important by individuals. It was said further that work values must be appropriate or help fulfill basic needs (Moekijat, 1995; Naway, 2014; Muda et al., 2014 and 2018). Thus it can be

concluded that job satisfaction is the result of labor related to work motivation. Overall job satisfaction for an individual is the amount of job satisfaction (from every aspect of work) multiplied by the degree of importance of the job aspect for the individual. According to Locke an individual will feel satisfied or dissatisfied with his work is something that is personal, that depends on how he perceives the suitability or conflict between his desires and the results (which he gets). There is no single limit to the most suitable job/job satisfaction, such as the limitations of Locke which concludes that there are two important elements in job satisfaction, namely job values and basic needs. Job satisfaction is the result of labor related to work motivation.

Job satisfaction theory tries to reveal what makes some people more satisfied with a job than some others. This theory is also looking for a basis for people's feelings about job satisfaction (Chu, 2007 and Jung et al., 2008). There are several theories about job satisfaction, namely:

#### **Two Factor Theory**

This theory suggests that satisfaction and dissatisfaction are part of a different group of variables, namely motivators and hygiene factors. In this theory dissatisfaction is associated with conditions around work (such as working conditions, wages, security, quality of supervision and relationships with others) and not with the work itself (Hartline et al., 1996; Handoko, 2000; Muda and Erlina, 2018; Muda et al., 2017 & 2018). Because the factors prevent negative reactions are named as hygiene or maintenance factors. Conversely satisfaction is drawn from factors related to the work itself or direct results thereof such as the nature of work, achievement in work, promotion opportunities and opportunities for self-development and recognition. Because this factor is associated with

high levels of job satisfaction called motivators.

#### **Value Theory**

According to this theory job satisfaction occurs at the level where the results of the work are received by individuals as expected. The more people receive results, the more satisfied and vice versa. The key to satisfaction with this theory is the difference between the aspects of work that is owned and what one wants. As big as the difference, the lower the satisfaction of people.

#### **The Theory of Contradiction (Discrepancy Theory)**

The conflict theory of the Locke states that satisfaction or dissatisfaction with some aspects of the work reflects the weighing of two values: 1. perceived conflict between what an individual wants and what is received; 2. the importance of what is desired for individuals. According to Locke, an individual will feel satisfied or dissatisfied is something personal, depending on how he prepares the suitability or conflict between the desire and the outcome.

#### **Model of Satisfaction (Facet Satisfaction)**

The Lawler model of field satisfaction is closely related to Adams' theory of justice, according to the Lawler model people will be satisfied with a particular field of their work if the number of fields they perceive must be received to carry out their work equal to the amount they perceive from what they actually received. The number of fields that people perceive as appropriate depends on how people perceive job input, job characteristics, and how they perceive input and output from other people as a comparison.

#### **Contradictory Process Theory (Opponent-Process Theory)**

The conflicting process theory of Landy

views job satisfaction from a fundamentally different perspective than other approaches. This theory emphasizes that people want to maintain an emotional (emotional equilibrium) balance, based on the assumption that job satisfaction that varies fundamentally over time is the result that measurement of job satisfaction needs to be carried out periodically with an appropriate time interval.

### **Justice Theory (Equity Theory)**

A person will feel satisfied or not satisfied depending on whether he feels justice or not in a situation. The feeling of equity or inequity for a situation is obtained by someone by comparing himself with other people in the same class, at the office, or at other places.

### **Methodology of Research**

This type of research is an associative research using multiple linear regression analysis through quantitative approach. The population in this research was 34 officers of Community Health Centers who carry out the Non-Communicable Diseases Control Program in Deli Serdang Regency, Indonesia. The number of samples taken was the entire population. The data were collected through interview and questionnaire distribution, then tested partially (t-test). Determination of acceptance of hypotheses by t test can be done based on table t. The value of t counts the regression results compared to the value of t in the table (Maksum et al., 2014; Mahdaleta et al., 2016; Lubis et al., 2016; Syahyunan et al., 2017; Erlina and Muda, 2018; Muda et al., 2018; Sirojuzilam et al., 2018 and Sihombing et al., 2018). If t count > t table, it means that there is a significant partial effect, and vice versa if t count < t table then there is no partially significant effect. This also applies to F count. How to see the value of t table and F table has been widely discussed in various statistical table. For example, for the number of

samples 100, the value of t table for 5% significance is to see the value of t with a degree of freedom of  $N-2 = 100 - 2 = 98$  for a two-way hypothesis. T value is seen in the column of significance:  $2 = 5\%$ :  $2 = 0.025$ . If the test is one-way, then df is  $100 - 1 = 99$  and seen in column 5%. and simultaneously (F test). If the results of the F count above are greater than 4, then the model that includes the 2 variables above is right (fit). If R squared is a comparison between variation Y (total variation) that can be explained by explanatory variables, then the F test is a comparison between variations Y which can be explained by variables in the model rather than variations explained by variables outside the model (Khaldun et al., 2014; Nurzaimah et al., 2016; Muda and Dharsuky, 2015 & 2016; Ferine et al., 2017 and Muda et al., 2018). R2 and F test are in line / replace each other. Because R2 has no test, R2 is accepted if the F value is high above 4. Because the F value is > 4, which is equal to 38.5, the model is good enough, in the sense that the selection of the two explanatory variables is correct. The calculated F and F table values (Sihombing et al., 2015; Nurlina & Muda, 2017; Sadalia et al., 2017; Sirojuzilam et al., 2017; Tarmizi et al., 2017; Muda and Hutapea, 2018 and Muda et al., 2018):

If the F value is calculated > F table, the independent variable (X) affects the dependent variable (Y).

If the F value counts < F table then the independent variable (X) does not affect the dependent variable (Y).

Based on the significance value of the SPSS output:

If the value of Sig. < 0.05, the independent variable (X) has a significant effect on the dependent variable (Y).

If the value is Sig. > 0.05 then the independent variable (X) has no significant effect on the dependent variable (Y). Determination Coefficient (R2) is the

ratio between variation  $Y$  which is explained by  $x_1$  and  $x_2$  together compared with total variation  $Y$  (Muda, 2010; Lutfie et al., 2016 and Sirojuzilam et al., 2016). If other than  $x_1$  and  $x_2$  all variables outside the model contained in  $E$  are entered into the model, then the value of  $R^2$  will be 1. This means all variations  $Y$  can be explained by the explanatory variables entered into the model (Muda, 2014; Muda et al., 2016; Erwin et al., 2018 and Muda et al., 2018). Example If the variable in the model only explains 0.4 then that means that 0.6 is determined by the variable outside the model, the value obtained is  $R^2 = 0.4$ . There is no definite measure of how much  $R^2$  is to say that a variable choice is correct. If  $R^2$  gets bigger or closer to 1, then the model is more appropriate. For survey data which means that it is cross section of data obtained from many respondents at the same time, then the value of  $R^2 = 0.2$  or  $0.3$  is good enough. The greater the  $n$  (sample size) the  $R^2$  value tends to be smaller. In contrast to time series data where the researcher observes the relationship of several variables in one unit of analysis (company or country) in a number of years,  $R^2$  will be a large number. This is due to relatively small variations in data on time series data consisting of only one unit of analysis. A test can be said to have high validity if the test carries out its measuring function, or provides accurate and accurate measurement results according to the purpose of the test. A test produces data that is not relevant to the purpose of the measurement is said to be a test that has low validity.

The other side of the notion of validity is the aspect of careful measurement. A valid measuring instrument can carry out its measuring function appropriately, also has high accuracy. The meaning of accuracy here is that it can detect the small

differences that exist in the attributes it measures. In testing the validity of the questionnaire, it can be divided into 2, namely the factor validity and item validity. Factor validity is measured when items are arranged using more than one factor (between factors with each other there are similarities). Measurement of the validity of this factor by correlating between factor scores (sum of items in one factor) and total factor scores (total factors). Item validity is indicated by the correlation or support of the total item (total score), the calculation is done by correlating between item scores and total item scores (Nasir et al., 2017; Muda et al., 2016 & 2017). When we use more than one factor means testing the validity of an item by correlating between item scores with factor scores, then proceeding to correlate items with total factor scores (sum of several factors).

Reliability testing refers to an understanding that the instrument used in research to obtain information used can be trusted as a data collection tool and able to reveal the real information in the field (Muda, and Rafiki. 2014; Tarmizi et al., 2016; Azlina et al., 2017) Sirojuzilam et al., 2017; Yahya et al., 2017 and Agustina et al., 2018 states that reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to the statement is consistent or stable over time. Reliability of a test refers to the degree of stability, consistency, predictive power, and accuracy. Measurements that have high reliability are measurements that can produce reliable data. From the results of the calculation of the correlation will be obtained a correlation coefficient that is used to measure the level of validity of an item and to determine whether an item is worthy of use or not (Dalimunthe



et al., 2016; Marhayanie et al., 2017; Muda et al., 2017; Eriadi et al., 2018 and Pohan et al., 2018). In determining whether or not an item is worthy of use, the significance of the correlation coefficient is usually tested at a significance level of 0.05, meaning that an item is considered valid if it has a significant correlation to the total score.

To test this validity using the SPSS program. The testing technique that is often used by researchers to test the validity is using the Bivariate Pearson correlation (Pearson Moment Product). This analysis is by correlating each item's score with a total score. The total score is the sum of all items (Rasdianto et al., 2014; Erlina et al., 2017; Dalimunthe et al., 2017; Muda, 2017 and Sari et al., 2018). Question items that were significantly correlated with the total score showed that the items were able to provide support in revealing what was to be revealed à Valid. If  $r$  counts  $\geq r$  table (test 2 sides with sig. 0.05 (Suriadi et al., 2015; Lubis et al., 2016; Sadalia et al., 2018; Eriadi et al., 2018; Lubis et al., 2018; Marhayanie et al., 2018 & Tripriyono et al., 2018) then the instrument or question items have a significant correlation to the total score (declared valid). The identify what are the effects of organizational commitment, career development, and job satisfaction towards Organizational Citizenship Behavior (OCB) Non-Communicable Diseases (NCD) officers of Community Health Centers in Deli Serdang Regency. In this study, the effects of organizational commitment, career development, and job satisfaction are the independent variables while Organizational Citizenship Behavior (OCB) is the dependent variable.

## Results and Discussion

### Result

### Respondents' Characteristics

In this study, the majority of respondents is aged 40-49 years old with 24 people (70.58%), female with 34 people (100%), working time of 10-20 years with 23 people (67.64%), rank III (three) with 29 people (85.28%) and Diploma education with 27 people (79.41%).

### Validity Test Results

Based on validity test, the value of  $r$  count for each question item is greater than 0.329, it indicates that all question items are valid which means that all questions in the questionnaire are able to express the measurable data from the questionnaire.

## Reliability Test Results

Table 1. Reliability Test Results Table

Questions	Cronbach's Alpha	Notes
Organizational commitment	0.605	Reliable
Career Development	0.637	Reliable
Job Satisfaction	0.679	Reliable

Source: Primary data, 2018 (processed)

It is shown that the value of Cronbach's Alpha for each variable is greater than 0.60 (Muda et al., 2017 and Muda, & Naibaho, 2018). It indicates that all question items are declared reliable which means the respondents' answer to the question is consistent or stable over time.

### Normality Test Results

In this study, the significance value obtained is  $0.076 > 0.05$  which means the data is normally distributed.

### Multicollinearity Test Results

Table 2. Multicollinearity Test Results Table

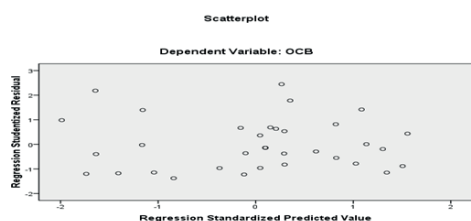
Variables	Significance	VIF	Notes
Organizational commitment	0.799	1.252	Multicollinearity did not occur
Career Development	0.723	1.383	Multicollinearity did not occur
Job Satisfaction	0.872	1.147	Multicollinearity did not occur

Source: Primary data, 2018 (processed)

The tolerance values are at 0.799; 0.723;

0,872 and for VIF value, it is also lower than 10 that is 1.252; 1.383; and 1.147. Thus, it can be concluded that in the regression between the independent variables of organizational commitment (X1), career development (X2), and job satisfaction (X3) with the variable of (Y) Organizational Citizenship Behavior (OCB), there is no multicollinearity among the independent variables.

### Heteroscedasticity Test Results



From the above output, it can be seen that the points do not form a clear pattern, and the spots spread above and below the number 0 on the Y-axis. Therefore, it can be concluded that there is no problem of heteroscedasticity in the regression model.

### Determination

The correlation coefficient value of 0.844 indicates that the correlation/relationship between the dependent variable (Y) and the independent variables (X1, X2, X3) is high. If  $R > 0.05$ , then the correlation is high (Muda et al., 2015; Muda & Nurlina, 2018). The coefficient of determination value (R Square) is of 0.536 which means 53.6% of Organizational Citizenship Behavior (OCB) is affected by the variables of organizational commitment, career development, and job satisfaction in this research. Meanwhile, the remaining 46.4% is affected by other variables outside independent variables used in this research.

### Simultaneous Test (F Test) Results

Organizational commitment, career devel-

opment and job satisfaction together significantly affect Organizational Citizenship Behavior (OCB) to the Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency with the value of F arithmetic of 13,690 and significance value of  $0.00 < 0.05$ . Thus, it is shown that organizational commitment, career development, and job satisfaction have a positive effect towards the Organizational Citizenship Behavior (OCB).

### Partial Test (t-test) Results

Based on partial t-test result, career development and job satisfaction variables have a positive and significant effect towards the Organizational Citizenship Behavior (OCB) of Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office, while organizational commitment variable has no positive effect.

### Discussion

In this research, career development and job satisfaction have a positive and significant effect, while organizational commitment has no positive effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office. Based on the results of the analysis of coefficient of determination test (R<sup>2</sup>), it was obtained the R-value of 0.536 which is equal to 53.6% indicating the relationship between organizational commitment (X1), career development (X2), and job satisfaction (X3) independent variables with the dependent variable of Organizational Citizenship Behavior (OCB) (Y). Therefore, it means that the level of organizational commitment, career development, and job satisfaction will affect the Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of

Community Health Centers in Deli Serdang Regency Health Office. furthermore, it is also shown and explained from the coefficient of determination obtained (R<sup>2</sup>) with the coefficient of determination (R Square) of 0.536 or 53.6% Organizational Citizenship Behavior (OCB) is affected by organizational commitment (X1), career development (X2), job satisfaction (X3) variables while the remaining 46.4% is affected by other variables outside the independent variables used in this research.

The Effects of Organizational Commitment, Career Development, and Job Satisfaction towards the Organizational Citizenship Behavior (OCB)

**Organizational Commitment Variable (X1):** Based on the summary of regression analysis in the table, it is known that the organizational commitment does not have a positive effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office (sig 0.977 > 0.05). Thus, it can be concluded that organizational commitment does not have a positive effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office since Non-Communicable Diseases officers only continue to work in accordance with the assignments given to them although they are required to work based on the Minimum Service Standard. **Career Development Variable (X2):** Based on the summary of regression analysis in the table, it is known that career development has a positive effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office (sig 0,00 <0,05). Thus, it can be concluded that career development has

a positive and significant effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office as giving the opportunities to advance the officers' skills in the organization can improve the Organizational Citizenship Behavior (OCB). Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office will also be satisfied with their works if there is an opportunity to advance, one of them is in the form of promotion or career title. **Job Satisfaction Variable (X3):** Based on the summary of regression analysis in the table, it is known that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB) of Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office (sig 0.025 <0.05). Thus, it can be concluded that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB) Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office. The fact that the officers are happy and satisfied with their works in the field (outside the building/to the village) with the eagerness to earn the transport money that can supplement their monthly income.

## Conclusions And Suggestions

### Conclusion

There is a significant effect together between the independent variables of organizational commitment, career development, and also job satisfaction towards Organizational Citizenship Behavior (OCB) of Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office. For each independent variable, the organizational commitment has no positive effect; career development has a positive and

significant effect; job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) of Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office.

### **Suggestion**

#### • For the Health Office

- a. In this case, the organization is expected to increase the commitment of each Non-Communicable Diseases officers of Community Health Centers so that they can be loyal to the organization and do their works well that the values of Organizational Citizenship Behavior (OCB) in the organization will be reflected.
- b. Furthermore, the organization is expected to be able to assist every officer in terms of educational improvement both in terms of going to the level of bachelor or master, scholarships, in this case.
- c. The organization is expected to increase their positive support to their employees, listen to the officers' complaints, and acknowledge their contributions. It is supported by increasing job satisfaction which includes promotion, salary, rewards, conducive work situation for the progress and improvement of Non-Communicable Diseases officers of Community Health Centers.

#### • For Non-Communicable Diseases officers of Community Health Centers in Deli Serdang Regency Health Office

- a. To pursue their education until a bachelor degree and in accordance with the background of early education, it will affect the career to be obtained.
- b. To improve work discipline so that their career in the form of services can be given maximally in accordance with the rules that have been determined.
- c. To improve health services to the community for the achievement of early detection of Non-Communicable Diseases

(NCD).

#### • For the next researchers

Suggestions for further researchers are as follows:

- a. Researchers are then expected to take more samples so that the results of the study will become more valid.
- b. The next researchers are expected to conduct comparative research by taking the focus of research on officers who have a different working period.
- c. The researchers are then expected to be able to analyze other variables that contribute to Organizational Citizenship Behavior such as work motivation, role conflict, work atmosphere, organizational culture, and leadership style.

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