

# CHAPTER I

## INTRODUCTION

### 1.1 Background

The development of the current era of globalization is characterized by rapid changes in overall economic conditions, this has led to demands that must be met by economic and industrial actors. One of them is how the organization is responding to the changes that occur. The changes that occur are not only external to the organization but also internal to the organization. External changes must also be followed by changes in internal organizations, one of which is labor.

Organizations must expect as much employee performance as possible to achieve company excellence, because basically the performance of individuals or work groups ultimately affects the overall progress of the company. Good performance criteria require employees to behave in accordance with organizational expectations. This behavior includes not only roles, ie working in accordance with job description standards, but also additional roles, such as giving the company more performance than expected. This behavior tends to see employees as social beings who have the ability to empathize with others and their environment and also align their values with the values of the surrounding environment (Sloat, 1999).

In achieving organizational goals, human resources have a very important role in addition to other resources owned by the organization. The study of organizational behavior, shows that there are three determinants of behavior in organizations, namely individuals, groups, and structures. These three things are studied for their effects on organizations with the aim of applying science to improve organizational effectiveness.

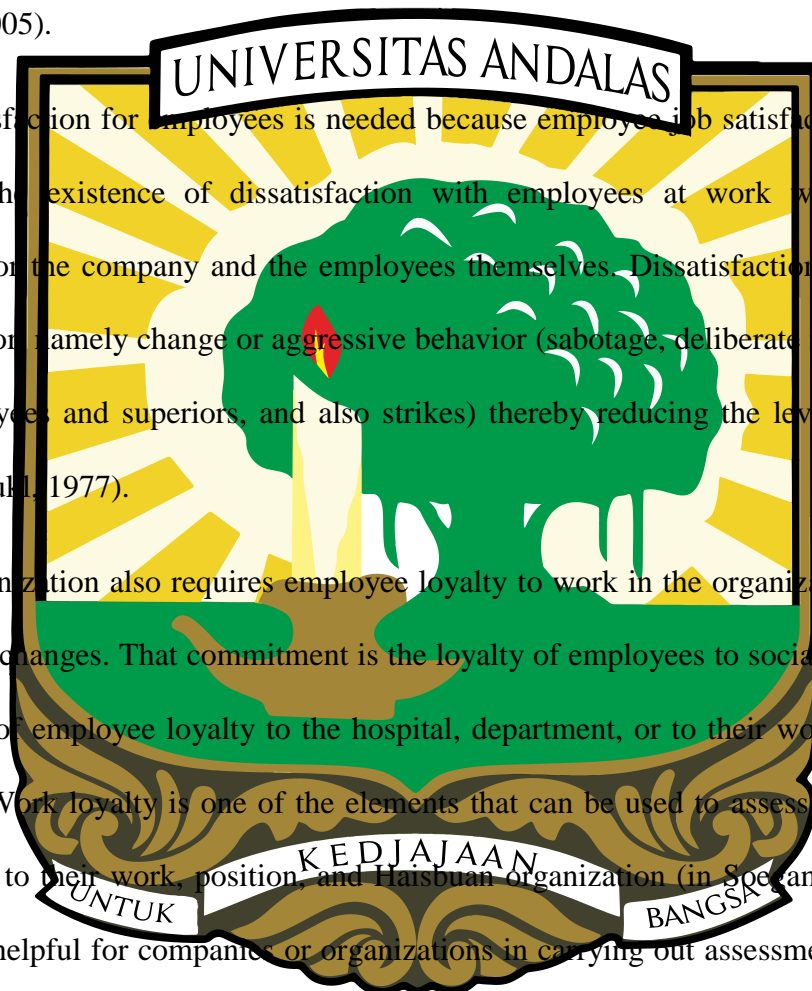


In an organization, one of the determining factors in employee loyalty and job satisfaction is turnover, this has a big effect on the sustainability and progress of the company. Companies with high turnover have special challenges for human resource development because these events cannot be predicted. Development activities must prepare substitute employees whenever they leave. There are times when employee turnover has a positive impact. (Nanggoy and Harianti, 2005).

Job satisfaction for employees is needed because employee job satisfaction will increase productivity. The existence of dissatisfaction with employees at work will bring adverse consequences for the company and the employees themselves. Dissatisfaction will lead to two types of behavior namely change or aggressive behavior (sabotage, deliberate mistakes, disputes between employees and superiors, and also strikes) thereby reducing the level of productivity (Wexley and Yukl, 1977).

An organization also requires employee loyalty to work in the organization so that there are no frequent changes. That commitment is the loyalty of employees to social units, which can be in the form of employee loyalty to the hospital, department, or to their work. (Mowday and Steers, 2002). Work loyalty is one of the elements that can be used to assess employees in the form of loyalty to their work, position, and Haisbuan organization (in Soeandhi, 2013). Work loyalty is very helpful for companies or organizations in carrying out assessments of employees this can be measured when employees work for the company alone, must include employee commitment when they carry out work Phanaeuf (in Ningtyas, 2017).

In the company or organization not only requires job satisfaction and work loyalty, but must also add organizational commitment in helping to improve the quality of employees at work. This can be seen from Mc Shane and Von Glinow (2008: 119) organizational commitment



has the most powerful influence, in identifying demand and having high motivation to implement it even though the source of motivation is no longer present. Organizational commitment is very helpful for the company in carrying out the duties of employees even though no control is carried out on employees.

For the achievement of good performance in a company requires loyalty, job satisfaction and organizational commitment of employees towards the company. Seeing the importance of loyalty, job satisfaction and organizational commitment makes a positive impact on the smooth running of the company to compete and increase better affectivity going forward, thus requiring the company to pay close attention to employee work loyalty, employee job satisfaction and organizational commitment to work in the company both in increasing power competitiveness both internally and externally, so as to provide good results in improving the performance of the company itself.

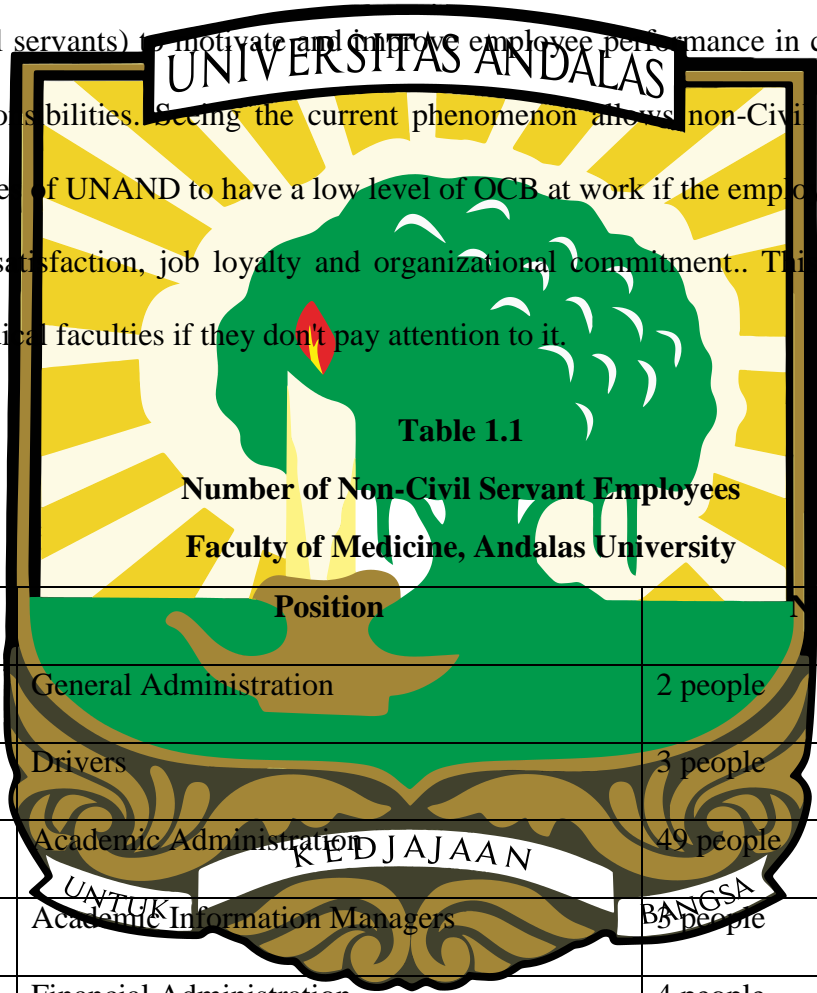
The impact of employee job satisfaction, employee work loyalty and organizational commitment can provide positive behavior and increase the nature of concern for the company so as to provide improved performance to organizational citizenship behavior (OCB). (Borman and Motowidlo, 1993) state that OCB can improve organizational performance because this behavior is a way to increase social interaction that is harsh on organizational members so as to reduce disputes and increase efficiency. This is the impact of employee satisfaction, employee loyalty and organizational commitment within the company.

The issue of job satisfaction, loyalty and organizational commitment is an issue that must be considered by the organization, because it will have an impact on organizational citizenship behavior (OCB) which has a major influence on the quality and quantity of the organization in dealing with competition along with the progress and development of the times. Therefore,



having qualified and behaved human resources (employees) is needed so that organizational goals can be achieved and can make the organization more efficient. If human resources are able to achieve job satisfaction, have a high work loyalty and have a high organizational commitment, then the goals of the organization will be easier to achieve.

At the Andalas University Faculty of Medicine, this system really needs the non-PNS employees (civil servants) to motivate and improve employee performance in carrying out their duties and responsibilities. Seeing the current phenomenon allows non-Civil Servant medical faculty employees of UNAND to have a low level of OCB at work if the employee does not have a sense of job satisfaction, job loyalty and organizational commitment.. This will become an obstacle for medical faculties if they don't pay attention to it.



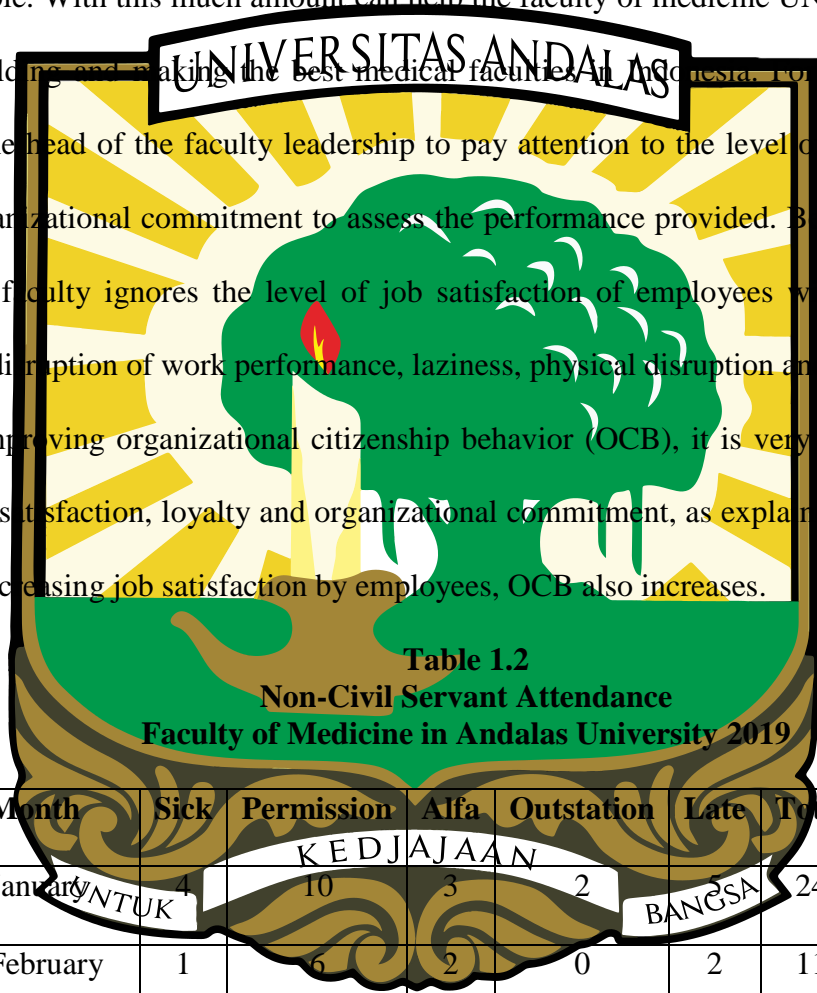
**Table 1.1**  
**Number of Non-Civil Servant Employees**  
**Faculty of Medicine, Andalas University**

No	Position	Number
1	General Administration	2 people
2	Drivers	3 people
3	Academic Administration	49 people
4	Academic Information Managers	3 people
5	Financial Administration	4 people
6	BMN Managers	2 people
7	Security Officers	2 people
8	Office Equipment Technicians	3 people

9	Administrative Correspondence	1 people
10	Data Processors	1 people
11	Administration of Student and Alumni	2 people

Table 1.1 shows the number of non-PNS employees at the UNAND Faculty faculties totaling 72 people. With this much amount can help the faculty of medicine UNAND to be more effective in building the best medical faculties in Indonesia. For this reason, it is necessary for the head of the faculty leadership to pay attention to the level of job satisfaction, loyalty and organizational commitment to assess the performance provided. Because if the head of the medical faculty ignores the level of job satisfaction of employees will have very bad effects such as disruption of work performance, laziness, physical disruption and depression.

So in improving organizational citizenship behavior (OCB), it is very necessary to pay attention to job satisfaction, loyalty and organizational commitment, as explained by (Organ and Bateman) the increasing job satisfaction by employees, OCB also increases.



**Table 1.2**  
**Non-Civil Servant Attendance**  
**Faculty of Medicine in Andalas University 2019**

Month	Sick	Permission	Alfa	Outstation	Late	Total
January	4	10	3	2	5	24
February	1	6	2	0	2	11
March	7	2	0	1	6	16
April	4	0	0	3	16	23
Mei	0	8	1	0	13	22
June	0	4	0	0	1	5

July	3	5	2	1	9	20
Augustus	8	0	0	0	3	11
September	0	0	0	0	10	10
October	3	6	0	0	0	9
November	7	10	0	0	12	29
December	0	4	0	0	8	15
Total	21	25	2	1	32	81

Looking at table 1.2 absences of non-civil servant employees in the UNAND medical faculty in 2019 there was an increase in each month in taking leave or permits, sickness, alpha and delays. This shows the possibility of an indication of low levels of job satisfaction, job loyalty, and organizational commitment that have an impact on employee attendance. In this table, it can also be seen that such a situation will also have an impact on the low organizational citizenship behavior (OCB) so that performance will slow down and lose in competition to advance the faculty.

Based on the requirements and information obtained, the authors are interested in getting non-PNS employees of respect as a research object for the following reasons; a) the number of non-PNS or honorary employees is greater than that of PNS employees with seventy-two non-PNS employees and only 70 PNS employees, b) the number of studies that discuss PNS-PNS or honorary employees is only slightly , c) the performance of non-civil servants is better because it is related to the official decree (SK) which increases the ease of dismissing them so that they are required to work more carefully and minimally from mistakes. To make sure this is clearer the

truth is happening. Through the information discussed above, the author is interested in knowing whether job satisfaction, job loyalty and organizational commitment support OCB. For this reason, the authors are interested in conducting a study entitled "**The Influence Of Job Satisfaction, Work Loyalty, And Organizational Commitment On Organizational Citizenship Behavior On Non-Civil Servant Employees In Faculty Of Medical In Andalas University**"

### 1.2 Research Problems

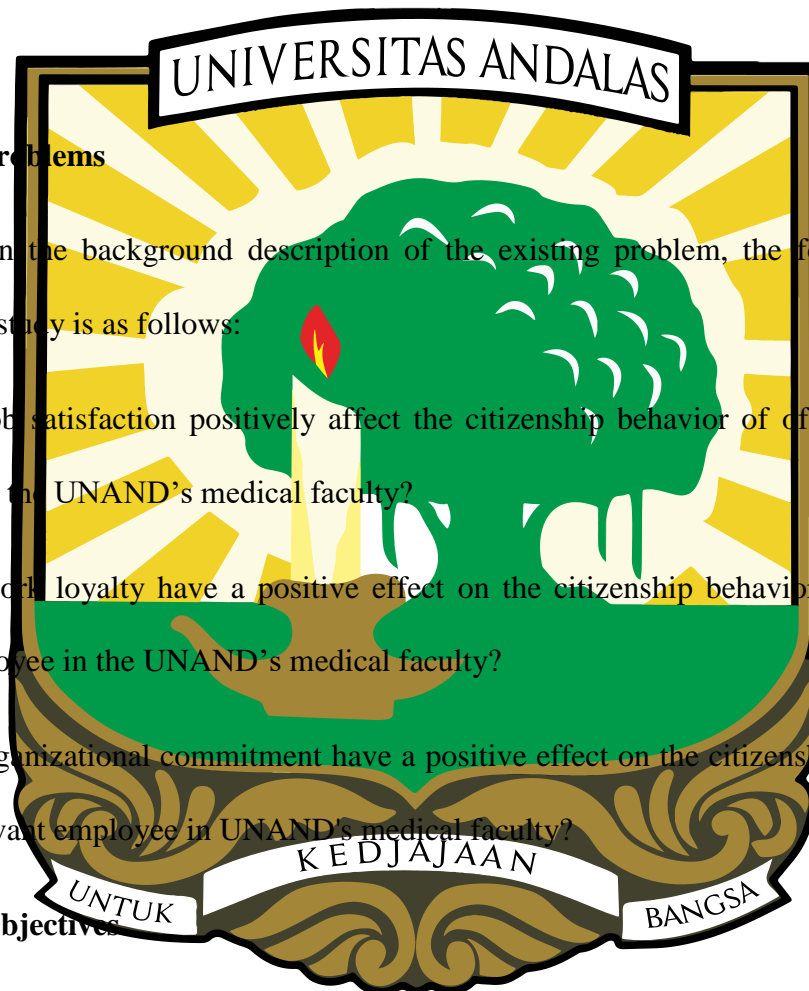
Based on the background description of the existing problem, the formulation of the problem in this study is as follows:

1. How does job satisfaction positively affect the citizenship behavior of of non-civil servant employee in the UNAND's medical faculty?
2. How does work loyalty have a positive effect on the citizenship behavior of of non-civil servant employee in the UNAND's medical faculty?
3. How does organizational commitment have a positive effect on the citizenship behavior of of non-civil servant employee in UNAND's medical faculty?

### 1.3 Research Objectives

Based on the background and formulation of the problem, the research objectives can be stated as follows:

1. To describe the effect of job satisfaction on the citizenship behavior of non-civil servant employee at the UNAND's medical faculty



2. To describe the effect of work loyalty on the citizenship behavior of non-civil servant employee at the UNAND's medical faculty
3. To describe the effect of organizational commitment on the citizenship behavior of non-civil servant employee at the UNAND's medical faculty

#### 1.4 Research Benefits

Hopefully this research will make a significant contribution to

##### 1. Theoretical benefits

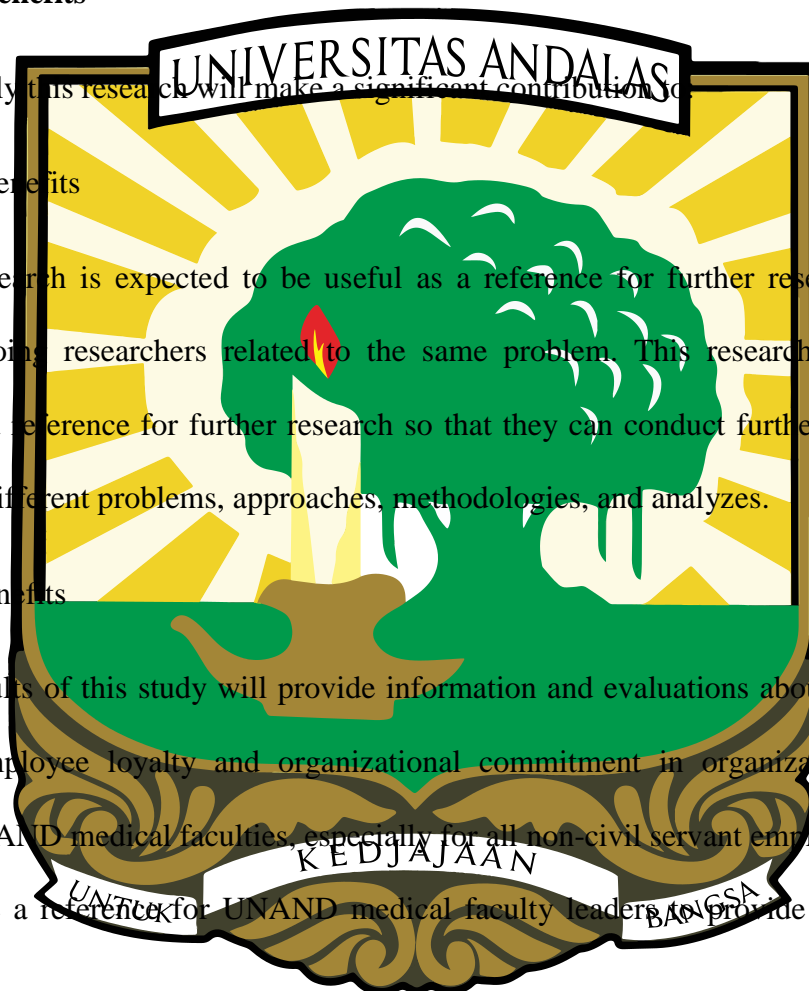
This research is expected to be useful as a reference for further researchers, who are interested in doing research related to the same problem. This research can be used by researchers as a reference for further research so that they can conduct further research on this topic but with different problems, approaches, methodologies, and analyzes.

##### 2. Empirical Benefits

The results of this study will provide information and evaluations about the level of job satisfaction, employee loyalty and organizational commitment in organizational citizenship behavior in UNAND medical faculties, especially for all non-civil servant employees. so that this research can be a reference for UNAND medical faculty leaders to provide even better steps going forward.

#### 1.5 Research Scope

In conducting this research the authors limit the scope of the study where the authors conducted this research explaining the level of job satisfaction, employee loyalty and organizational commitment in the Organizational Citizenship Behavior at the faculty of medicine

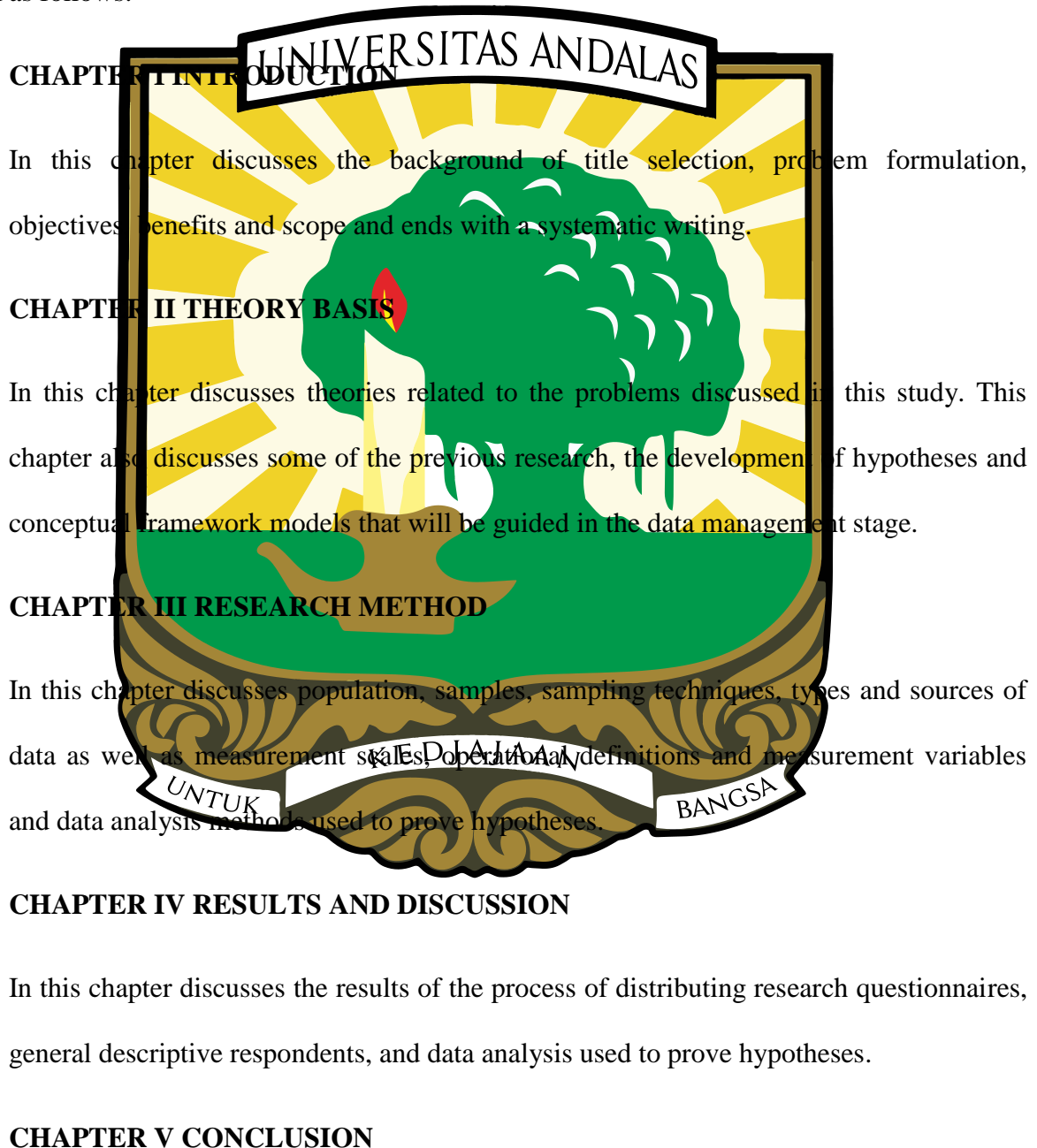




at UNAND. The distribution of questionnaires was carried out only to non-Civil servant employees at the faculty of medical in Andalas University.

## 1.6 Writing System

The research conducted by the author consists of chapters incorporated in a writing system as follows:



In this chapter will provide conclusions on the research conducted by the author, the implications of the results of the study, limitations of the study and suggestions

