

## THE IMPACT OF WORK MOTIVATION, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF THE CIVIL SERVANTS (ASN) OF DEVELOPMENT AND PLANNING BUREAU MENTAWAI ISLANDS REGENCY

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**ABSTRACT:** *This study aims to analyze the impact of Work Motivation, Job Satisfaction and Organizational Commitment to OCB of the civil servant of planning and developing bureau Mentawai Islands Regency. The type of this research is descriptive and associative. The population of this study was 44 Civil Servants (ASN) at the planning and developing bureau. The sample was taken by using the total sampling technique. The number of samples that can be used for analysis is 44 people. The research hypothesis testing was carried out using statistical analysis techniques of multiple regression analysis. The results found that: 1) Work motivation partially has a positive effect on Organizational Citizenship Behavior. 2) Partial job satisfaction has a positive effect on Organizational Citizenship Behavior. 3) Organizational commitment partially has a positive effect on Organizational Citizenship Behavior. 4) Work motivation, job satisfaction and organizational commitment together have a positive effect on Organizational Citizenship Behavior. It is recommended that Civil Servants (ASN) of the Planning and Developing Bureau to improve work motivation, job satisfaction and organizational commitment, so that the civil servants can carry out its work well.*

**Keywords:** *Work Motivation, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior*

### I. INTRODUCTION

Human resources play a very important role for the achievement of organizational objectives. By maintaining the quality of human resource management will improve the effectiveness and efficiency of the Organization in carrying out its functions. Human resources are one of the most influential factors to determine the success or failure of the organization in achieving both general and personal organizational objectives [1]. The Organization has to consider the appropriate methods to develop the existing human resources in order to achieve the objectives of the Organization. Human resources being discussed here are the entire employees in the organization.

The ability of individuals in an organization is sometimes meaningless if there is no extra-role behavior. Extra-role behavior in organizations is also known as organizational citizenship behavior (OCB), and people who display OCB behavior are referred to as good employees. Extra-role behavior is a work behavior that is not found in the employee's formal job description but will be highly valued if it is displayed by the employees because it increases the effectiveness and survival of the organization [2].

An organization will be able to achieve its objectives if the employees donot only perform their main tasks, but also intend to do other extra tasks outside of his job description such as cooperating, assisting colleagues, advising, actively participating, providing extra services and working efficiently. The contributions of an officer beyond this work description are called Organizational Citizenship Behavior (OCB).

The examples of behaviors that include the Organizational Citizenship Behavior (OCB) group are assisting co-workers, volunteering extra activities at work, avoiding conflicts with coworkers, protecting organizational properties, respecting organizational regulations, giving tolerance to less-than-ideal/enjoyable situations in the workplace, advising workplace-building suggestions, and not wasting time at work [3].

There are several views on the civil servants of the State (ASN) who eventually gave an unkind predicate to the officer as a government apparatus. In fact, a lot of civil servants (ASN) are described as having

an unsatisfying service ability, low level of professionalism, low level of discipline and productivity. This circumstance resulted in the low quality of civil servants (ASN) in carrying out its duties and functions as a public servant. And to eliminate the bad result, then every government bureau should start to make a change to improve the quality, effectiveness and efficiency in carrying out a job.

Regional development and planning bureau is a division that is responsible to assist regional heads in carrying out the supporting functions of planning, research and development in which having a strategic role in preparing quality development planning for achieving the regional development goals. In addition, the regional development bureau is also responsible with compiling planning documents such as the Regional Development Work Plan (RKPD) for a period of 1 (one) year, the Regional Medium-Term Development Plan (RPJMD) for a period of 5 (five) years, and the Regional Long-Term Development Plan (RPJPD) for period of 20 (twenty) years. In carrying out this drafting task, it is required to have competent employees who have extra time to work, so that the preparation of planning documents can be carried out and arranged properly, in accordance with a predetermined time period.

In fact, there are still a lot of works that should be accomplished together, but only rely on one person, because in reality there are some employees who are not yet fully willing to help colleagues to complete work in the office, and there are still employees who are not adhere to work hours, coming late, leaving the office without official permission, and often extending rest hours, even though employee discipline rules have been applied in accordance with applicable regulations, and overtime work is not being applied if there is work that has not been completed so that work is delayed and cannot be completed in the mean time. This situation is not good for the organization because the target of an activity or job is not achieved properly.

Based on interviews with the Secretary of the Regional Development Planning Bureau of the Mentawai Islands Regency, several problems were identified and being triggered by the low organizational citizenship behavior (OCB), such as Undisciplined / absent during working hours, not working overtime if there is unfinished work, less intention to help colleagues, less active in office activities, complaints about their work and ignoring the reprimand when making a mistake.

The low behavior of Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of the Mentawai Islands Regency is indicated by several factors such as lack of work motivation, job satisfaction and organizational commitment. Job satisfaction, organizational culture, employee motivation are becoming the factors that have a positive effect on organizational citizenship behavior (OCB) [4]. There are various factors that can affect OCB employees including job satisfaction, and organizational commitment that has a positive influence on OCB [5]. Factors affecting OCB are individual characteristics (including motivation, job satisfaction, commitment, perception of the organization, personality) [6].

The factors that influence OCB are employee work motivation. Motivation is the process as an initial step for someone to take action due to physical and psychological deficiencies, which is an impulse that is shown to meet certain goals [7]. Work motivation is said to influence employee organizational citizenship behavior (OCB) because when employees are motivated they are able to make them valued so that they can influence their attitudes to accept any job and carry it out [8].

Another variable that also affects OCB is job satisfaction. Job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics [3]. Job satisfaction illustrates more attitudes related to the work itself, work situations, cooperation between leaders and subordinates. An employee with a high level of satisfaction can indirectly affect performance and behavior in the organization.

Job satisfaction encourages the emergence of organizational citizenship behavior (OCB) because satisfied employees are more likely to speak positively about the organization, help other individuals, and perform performance that exceeds normal estimates [3]. Satisfied employees may be more obedient to the call of duty because they want to repeat positive experiences that have been felt. Organizational citizenship behavior (OCB) as behavior outside the formal requirements of the job gives benefits to the organization. Employees who exhibit such behavior make a positive contribution to the organization through behavior outside of job descriptions, in addition to employees continuing to carry out responsibilities according to their work. Intrinsic job satisfaction is the dominant variable that affects OCB directly and indirectly through the partial mediating role of value commitments [9]. The significant relationship between job satisfaction, organizational commitment, and organizational justice with OCB. Internal and external job satisfaction, affective commitment and interactional justice are the best predictors for OCB [10]. Job satisfaction and organizational commitment have a positive and significant effect on OCB [11].

In addition to job satisfaction, there is another employee's behavior that has a positive impact on the organization that is what we call as commitment. Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet the needs of the organization which essentially prioritizes the mission of the organization rather than personal interests. Organizational commitment reflects how an individual identifies himself with the organization and

how the individual is bound to the goals of the organization. To increase employee commitment, managers are advised to increase job satisfaction. The employees who feels satisfied with their organizations are likely to be more effective and more productive than employees who are dissatisfied [12]. Personality and organizational commitment have a significant influence on OCB in Indonesia [13]. Organizational commitment has a positive effect on organizational citizenship behavior (OCB) [14].

Based on the description above, this study aims to analyze the influence of work motivation, job satisfaction and organizational commitment to Organizational Citizenship Behavior employees of the State Civil Service (ASN) Regional Development and Planning Bureau of Mentawai Islands Regency. This research is expected to contribute to the improvement of the Organizational Citizenship Behavior of the State Civil Service (ASN) Regional Development Planning Bureau of Mentawai Islands Regency

### Research Methods

This research uses descriptive and associative research types. Descriptive research is a research that aims to describe the events or occurrences of variables in the study. Furthermore associative research is a research that examines the presence or absence of a relationship or influence between one variable with another variable [15].

The populations in this study were all State Civil Servants (ASN) at the Regional Development Planning Bureau of the Mentawai Islands Regency, with the total sampling of 44 people. The total population is less than 100 people, so that the authors set the number of population as a sample.

Types and sources of data used in this study are primary data obtained from the State Civil Servants (ASN) at the Mentawai Islands Regional Development Planning Bureau. A questionnaire with a Likert scale is used for collecting the data.

The data analysis technique used in this study is descriptive analysis by perceiving the level of achievement of respondents. Meanwhile, to test the hypothesis of the research, the researcher used a multiple regression analysis.

### Finding and Discussion

In testing the hypothesis of this study, multiple linear regression test was used, which aims to find out the impact of some independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcount with ttable and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in table 1.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.069	13.386		1.126	.267
	Work Motivation	.835	.260	.408	3.216	.003
	Job Satisfaction	.273	.130	.255	2.101	.042
	Organizational Commitment	.543	.249	.280	2.182	.035
a. Dependent Variable: OCB						

Source: Data Processing Results (2020)

Based on Table 1 above, the estimation model can be analyzed as follows:

$$Y = 15,069 + 0,835 (X_1) + 0,273 (X_2) + 0,543 (X_3)$$

Based on the above equation, it can be explained that:

- From the above equation it can be seen that there is a constant value of 15.069 which means that if work motivation, job satisfaction and organizational commitment are zero, then the value of the Organizational Citizenship Behavior (OCB) variable is at 15,069. This means that the variables of work motivation, job satisfaction and organizational commitment contribute to the improvement of Organizational Citizenship Behavior (OCB).
- The work motivation regression coefficient value is positive 0.835. This means that if work motivation increases by one unit it will result in a rise in Organizational Citizenship Behavior (OCB) of 0.835 units.
- The value of the regression coefficient of positive job satisfaction is 0.273. This means that if job satisfaction increases by one unit, it will result in a rise in Organizational Citizenship Behavior (OCB) of 0.273 units.
- The regression coefficient of positive organizational commitment is 0.543. This means that if organizational commitment increases by one unit it will result in a rise in Organizational Citizenship Behavior (OCB) of 0.543 units.

The first hypothesis was proposed, that the motivation of work partially positively affected the Organizational Citizenship Behavior (OCB). Based on the analysis results of the T test, it is known that the significance variable of work motivation is  $0.003 < 0.05$ . Thus  $H_0$  was rejected and  $H_a$  was accepted. So that the alternative hypothesis proposed in this study was received, that means there is a significant influence between the motivation of work on the Organizational Citizenship Behavior (OCB) of the civil servant (ASN) of Development and Planning Bureau (BAPPEDA) Mentawai Islands Regency

The second hypothesis was proposed, that partial employment satisfaction was positively influential in the Organizational Citizenship Behavior (OCB). Based on the analysis results of the T test, it is obtained that the significance variable of work satisfaction is  $0.042 < 0.05$ . Thus  $H_0$  was rejected and  $H_a$  was accepted. So that the alternative hypothesis proposed in this study was received, which means there is a significant influence between the job satisfaction of the Organizational Citizenship Behavior (OCB) of the state Civil servant (ASN) district Development Planning Bureau (BAPPEDA) of the Mentawai Islands regency.

The third hypothesis is that organizational commitment partially has a positive effect on Organizational Citizenship Behavior (OCB). Based on the analysis of the t test, it is obtained that the level of significance of organizational commitment variables is  $0.035 < 0.05$ . 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 between organizational commitment to the Organizational Citizenship Behavior (OCB) of the Civil Servants (ASN) of the Regional Development Planning Bureau (BAPPEDA) of the Mentawai Islands Regency.

The fourth hypothesis was proposed, that work motivation, job satisfaction and organizational commitment together have a positive effect on Organizational Citizenship Behavior (OCB). Based on the results of the analysis of the F test, it is known that the level of significance of the variables of work motivation, job satisfaction and organizational commitment 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, it means that there is a significant influence between work motivation, job satisfaction and organizational commitment to Organizational Citizenship Behavior (OCB) of the Civil Servants (ASN) of Regional Development Planning Bureau (BAPPEDA) in Mentawai Islands Regency. As can be seen in table 2 below:

Tabel 2 Test Results F

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1629.439	3	543.146	9.979	.000 <sup>a</sup>
	Residual	2177.106	40	54.428		
	Total	3806.545	43			
a. Predictors: (Constant), Organizational Commitment, Job Satisfaction, Work Motivation						
b. Dependent Variable: OCB						

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

Tabel 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 <sup>a</sup>	.428	.385	7.37751

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction, Work Motivation

Source: Data Processing Results (2020)

Based on the results of the analysis of Adjusted R square is 0.385, this means that 38.5% Organizational Citizenship Behavior (OCB) is influenced by the independent variables of work motivation, job satisfaction and organizational commitment, while the remaining 61.5% is influenced by other variables outside the model. Discussion of research results is intended to explain and interpret the results of research.

### 1. The Impact of Work Motivation toward Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) of Regional Development Planning Bureau Mentawai Islands Regency

The results of this study indicate that work motivation has a significant influence on organizational citizenship behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of the Mentawai Islands Regency. This indicates that the work motivation of employees determines organizational citizenship behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of the Mentawai Islands Regency. This means that the higher the work motivation of employees, it will increase organizational citizenship behavior (OCB).

From the results of this study, it shows that the work motivation variable has a coefficient of 0.835, which means that work motivation has a greater influence compared to other variables. This indicates that work motivation can play a role in improving organizational citizenship behavior. If Regional Development Planning Bureau (BAPPEDA) Mentawai Islands Regency wants to improve organizational citizenship behavior, it must increase employee work motivation.

Based on the results of respondents' responses regarding work motivation, the level of achievement obtained for the variable work motivation is in the sufficient category. This can be seen from the ten items of work motivation, all of them are in the sufficient category. This means that the Civil Servants (ASN) of BAPPEDA in the Mentawai Islands Regency have sufficient work motivation to carry out the work. The work motivation of these employees is in sufficient category due to Civil Servants (ASN) of BAPPEDA in Mentawai Islands Regency still lack the drive to achieve goals, work morale that is not yet maximal, lack of initiative and creativity in work and a sense of responsibility that is not optimal. This needs to be pursued to further improve employee's work motivation towards a very good direction, so that the goals of BAPPEDA in Mentawai Islands Regency can be achieved.

Motivation is the process as an initial step for someone to take action due to physical and psychological deficiencies, which is an impulse that is shown to meet certain goals [7]. Work motivation is said to influence employee OCB because when employees are motivated they are able to make them feel valued so that they are able to influence their attitude to accept any job and carry it out [13].

Work motivation has a positive and significant effect on OCB [13]. OCB can be developed throughout the application of extrinsic motivation more than intrinsic motivation among employees at MOCA [15]. Work motivation variable has a positive and significant effect on organizational citizenship behavior (OCB) employees of PT. PELINDO III (Persero) Surabaya Tanjung Perak branch [16] Intrinsic and extrinsic motivation both affect OCB but the direct effect of intrinsic motivation is greater than the direct effect of extrinsic motivation [17].

## **2. The Impact of Job Satisfaction toward Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) of Regional Development Planning Bureau Mentawai Islands Regency**

The results of this study indicate that job satisfaction has a significant effect on organizational citizenship behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of the Mentawai Islands Regency. This indicates that employee job satisfaction determines organizational citizenship behavior (OCB) for Civil Servants (ASN) in the Regional Development Planning Bureau of the Mentawai Islands Regency. This means that the higher employee job satisfaction, it will increase organizational citizenship behavior (OCB).

From the results of this study, it shows that the job satisfaction variable has a coefficient of 0.273 which means that job satisfaction has a smaller effect compared to other variables. This indicates that job satisfaction can play a role in improving organizational citizenship behavior. If Regional Development Planning Bureau (BAPPEDA) wants to improve organizational citizenship behavior, it must increase employee job satisfaction.

Based on the results of respondents' responses regarding job satisfaction, the level of achievement obtained by respondents for the job satisfaction variable is in the sufficient category. This can be seen from the twenty items of job satisfaction; only five items obtained the level of achievement of respondents who were in the good category, while fifteen more items were in the sufficient category. The employee job satisfaction is in sufficient category caused by there are still employees who are not satisfied with the work they carried out, the lack of employee opportunities for promotion, the lack of supervision which carried out on the work of employees and the relationship between employees has not been well established so that cooperation between employees is still lacking. This means that the employees are satisfied enough to work at the Regional Development Planning Bureau of Mentawai Islands Regency, it is necessary to strive to further improve employee job satisfaction towards a very good direction, so that the goals of the BAPPEDA organization can be achieved.

Organizational Citizenship Behavior (OCB) can arise from various factors in the organization, including job satisfaction from employees and high organizational commitment [18]. Robbins & Employees who have job satisfaction have a concept of outcomes, fair treatment and procedures, there needs trust between employees and superiors, then employees will voluntarily act in excess of organizational expectations [18]. An

extra role which exceeds the expectations mentioned above or can also be called an extra contribution in the organization as employee behavior carried out voluntarily, sincerely, happily, without having to be governed, controlled, without being influenced by compensation, and can support organizational performance, which came to be known as the Organizational Citizenship Behavior (OCB) [19].

### **3. The Impact of Organizational Commitment toward Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) of Regional Development Planning Bureau Mentawai Islands Regency**

The results of this study indicate that organizational commitment has a significant influence on organizational citizenship behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of Mentawai Islands Regency. This indicates that organizational commitment determines organizational citizenship behavior (OCB) of the Civil Servants (ASN) Regional Development Planning Bureau of Mentawai Islands Regency. This means that the higher the organizational commitment, the higher organizational citizenship behavior (OCB) will be.

From the results of this study, it shows that the organizational commitment variable has a coefficient of 0.543, which means that organizational commitment has a greater influence compared to the job satisfaction variable. This indicates that organizational commitment can play a role in improving organizational citizenship behavior. If Regional Development Planning Bureau (BAPPEDA) wants to improve organizational citizenship behavior, it must increase organizational commitment.

Based on the results of respondents' responses regarding organizational commitment, the level of achievement obtained by respondents for the organizational commitment variable is in the sufficient category. This is seen from the ten items of organizational commitment which obtain the level of achievement of respondents that are in the sufficient category. This means that employees are committed enough to work at the Regional Development Planning Bureau of the Mentawai Islands Regency. The employee organizational commitment is in sufficient category caused by the lack of willingness of employees as the members of BAPPEDA organization Mentawai Islands Regency, lack of willingness to try harder to achieve organizational success, lack of common values of organization and lack of equality of employee goals in achieving organizational goals. This needs to be strived to further enhance employee organizational commitment toward being very good, so that the goals of the BAPPEDA organization can be achieved.

Organizational Citizenship Behavior (OCB) can arise from various factors in the organization, including job satisfaction from employees and high organizational commitment [18]. Organizational commitment has a positive and significant impact toward Organizational Citizenship Behavior (OCB) [8].

### **4. The Effect of Work Motivation, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) of Regional Development Planning Bureau Mentawai Islands Regency**

The results of this study indicate that work motivation, job satisfaction and organizational commitment together have a significant influence on organizational citizenship behavior (OCB) of Civil Servants (ASN) in the Regional Development Planning Bureau of Mentawai Islands Regency. This indicates that work motivation, job satisfaction and organizational commitment determine organizational citizenship behavior (OCB) of Civil Servants (ASN) Regional Development Planning Bureau in Mentawai Islands Regency. This means that the higher work motivation, job satisfaction and organizational commitment, it will increase organizational citizenship behavior (OCB).

Based on the results of respondents' responses regarding organizational citizenship behavior, obtained the level of achievement of respondents for organizational citizenship behavior variables are in the sufficient category. This is seen from the twenty four items of organizational citizenship behavior obtained three items that has the level of respondents' achievement which are in the good category, while twenty one items are in the sufficient category. This means that organizational citizenship behavior of Civil Servants (ASN) of the Regional Development Planning Bureau in Mentawai Islands Regency is still quite good. The employee organizational citizenship behavior is in sufficient category caused by the fact that some employees are lack of awareness in maintaining relationships among fellow employees, employees show less tolerance for organization, voluntary behavior of employees less than the basic requirements in complying with work rules and employees show less participation and concern for organizational activities . This needs to be strived to further enhance organizational citizenship behavior of employees towards a very good direction, so that the goals of the BAPPEDA organization can be achieved.

Job satisfaction, organizational culture, employee work motivation are factors that have a positive effect on organizational citizenship behavior (OCB) [4]. There are factors that can affect OCB employees including job satisfaction, and organizational commitment that has a positive influence on OCB [5]. Factors affecting OCB are individual characteristics (including motivation, job satisfaction, commitment, perception of

the organization, personality) [6]. OCB has also been proven to be able to mediate the effect of job satisfaction, work motivation and organizational commitment on performance.

## II. CONCLUSION

Based on the results of testing and discussion of hypotheses that have been explained in the previous chapter, several conclusions can be drawn as follows:

1. Work motivation has a positive influence on Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) Regional Development Planning Bureau (BAPPEDA) of Mentawai Islands Regency. This means that the Organizational Citizenship Behavior of employees will increase if the work motivation applied is able to provide encouragement to employees.
2. Job satisfaction gives a positive influence on the Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) Regional Development Planning Bureau (BAPPEDA) Mentawai Islands Regency. This means that the Organizational Citizenship Behavior of employees will increase if job satisfaction is adjusted with the standards required by employees in carrying out work.
3. Organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) Regional Development Planning Bureau (BAPPEDA) of Mentawai Islands Regency. This means that the Organizational Citizenship Behavior of employees will increase if the employee trusts, believes and accepts the values of the organization well.
4. Work motivation, job satisfaction and organizational commitment together have a positive effect on the Organizational Citizenship Behavior (OCB) of Civil Servants (ASN) Regional Development Planning Bureau (BAPPEDA) Mentawai Islands Regency.

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