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THE EFFECT OF JOB SATISFACTION, WORK ENVIRONMENT AND QUALITY OF WORKING LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR EMPLOYEES IN THE DEPARTMENT OF COMMUNITY AND VILLAGE EMPOWERMENT KERINCI DISTRICT

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ABSTRACT: This research aims to Knowing the effect of job satisfaction, work environment and quality of work life on the Organizational Citizenship Behavior (OCB) of employees in Community and Village Empowerment Service (DPMD) Kerinci Regency jointly and individually. The population in this study were all 55 employees in the DPMD Kerinci Regency. Technique Determining the number of samples taken as respondents with this sampling technique using total sampling technique (whole sample). The results of this study indicate that (1) Job Satisfaction has a positive influence on OCB Employees in DPMD Kerinci Regency. (2) The work environment has a positive influence on Employee OCB in DPMD Kerinci Regency. (3) The quality of work life has a positive influence on employee OCB in DPMD Kerinci Regency. (4) Job satisfaction, work environment and quality of work life together have a positive effect on employee OCB in DPMD Kerinci Regency.

Keywords: Job Satisfaction, Work Environment, Quality of Work Life, OCB

I. PRELIMINARY

The main focus of managers in increasing agency effectiveness is the behavior of human resources (HR) at work. The effectiveness of an agency can be seen from work interactions at the individual, group, and organizational systems level that produce human output that has a low level of absenteeism, low employee turnover, minimal deviant behavior in the organization, achievement of job satisfaction, has a work environment for agencies. and also Organizational Citizenship Behavior (OCB) (Robbins & Judge, 2015).

Human resources as one of the main elements of an agency are very important because human factors play a very important role in achieving organizational goals. Human resources not only help the organization achieve its goals but also help determine what can actually be achieved with the available resources. HR management is currently a necessity and is no longer an option if an agency wants to develop. Institutions that have good human resources are used as capital so that they can compete with other, more advanced agencies. Competition between agencies is getting tighter, because agencies are not only faced with domestic competition, but also abroad. Facing these situations and conditions, the agency must determine its management strategy and policy,

OCB is not well known, but basically employees in an agency or organization have sometimes implemented OCB at work. One of the strategic attitudes in the HR division is developing Organizational Citizenship Behavior (OCB) in the organization. OCB is reflected in the behavior of helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. This behavior illustrates the added value of employees which is a form of prosocial behavior, namely positive, constructive and helpful social behavior.

In the article Gunawan (2011) defines OCB as discretionary individual behavior, which does not directly and explicitly receive rewards from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Free and voluntary, because the behavior is not contained in the job description, which is clearly prosecuted under a contract with the organization; it is a personal choice (Podsakoff, Gunawan 2011).

DPMD Kerinci Regency has the task of carrying out some of the duties of the Regent of government affairs in the technical field of implementing community and village empowerment program activities which

include community empowerment, village development and community institutions, custom and socio-culture as well as implementing administrative service. Apart from the above tasks, this agency has a function in the framework of formulating policies in accordance with the scope of its duties in the field of community and village empowerment; Implementing policies in accordance with the scope of their duties in the field of community and village empowerment; Implementation of evaluation and reporting in accordance with the scope of their duties in the field of community and village empowerment; Implementing official administration in accordance with the scope of its duties in the field of community and village empowerment;

Based on table 1 it can be seen that the OCB in DPMD (DPMD) Kerinci Regency is still low. Therefore, the needs and desires of employees as HR must also be supported by the agency so that employees can be motivated to perform well and feel satisfied with their work. Every job requires interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, accepting work conditions that are often less than ideal, etc. (Robbins and Judge 2015). So it takes the agency's contribution in creating job satisfaction for employees so that the resulting performance is also maximized. The following is the initial OCB survey data in DPMD Kerinci Regency:

Table 1
Initial Survey Results for Employee OCB Variables

No.	Opinions About OCB	Alternative Answers	
		Agree	Disagree
1	You are always involved in company functions	7	13
2	You have once invited your coworkers to have lunch together and share about the obstacles or problems faced in completing their assignments	5	15
3	You once reminded your friend not to forget to complete an assignment	6	14

Source: Survey Results

II. RESEARCH METHODS

The population in this study is all 55 employees in DPMD Kerinci Regency. The research sample is a limited number and a part of the population that is selected and is representative of that population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the entire population employees in DPMD Kerinci Regency, amounting to 55 (seventy five) people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

- Y = OCB
- a = Intercept constant
- X1 = Job satisfaction
- X2 = Work environment
- X3 = Quality of Work Life
- b1, ..., b3 = Regression Coefficient
- e = Error Term

III. RESEARCH RESULT

Classic assumption test

Normality test

The author used this normality test to test the normality of the regression model. Testing is done using the method *kolmogorov-smirnov* test against each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Ocb	Job satisfaction	Work environment	Quality of work life
N		55	55	55	55
Normal Parameters a	Mean	42.8545	33,7091	24.0545	63,9091
	Std. Deviation	3,54557	3.38664	4.26188	3.92651
Most Extreme Differences	Absolute	.119	.152	.097	.139
	Positive	.101	.104	.082	.097
	Negative	-.119	-.152	-.097	-.139
Kolmogorov-Smirnov Z		.880	1,130	.718	1,032
Asymp. Sig. (2-tailed)		.421	.155	.680	.237
a. Test distribution is Normal.					

Source: SPSS output results, 2020.

From the table 2 which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig variable OCB (Y) is $0.421 > 0.05$ Job Satisfaction Variable (X1) is $0.155 > 0.05$; Work environment variable (X2) is $0.680 > 0.05$; the quality of work life variable (X3) is $0.237 > 0.05$. So it is concluded that the OCB variables Job Satisfaction, Work Environment, and Quality of Work Life of Employees in DPMD Kerinci Regency have a normal distribution.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds any correlation between the independent (independent) variables. A good regression model should not have a correlation between the independent variables, if the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from *tolerance* and Variance Inflation Factor (VIF), can be seen in table 3.

Table 3
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job satisfaction	.882	1,134
	Work environment	.942	1,062
	Quality of work life	.849	1,178
a. Dependent Variable: OCB			

Source: SPSS output results, 2020

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between independent variables because the VIF value of all variables is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variants from the residuals from one observation to another. If the variance from the residual of one observation to another remains, it is called homokedastability and if different is called heteroscedasticity. Detecting heteroscedasticity in this study using the Plott Graph test (Scatter Plot). This test shows that there is no clear pattern, such as the point spread above and below the number 0 (zero) on the Y axis. Thus it can be concluded that the results of the study do not have a heterocedacity problem. The test results can be seen in Figure 1.

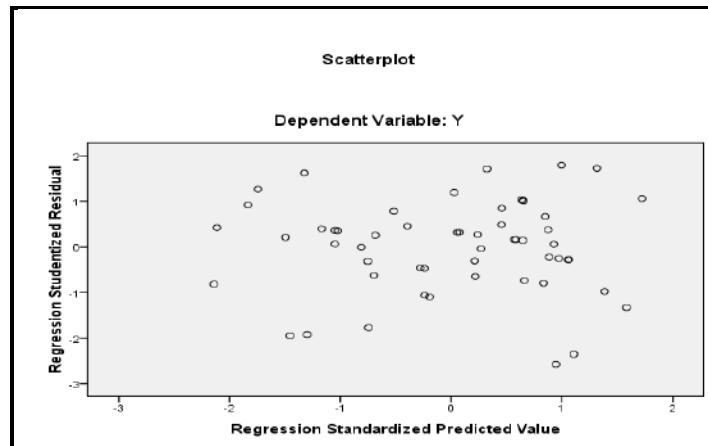


Figure 1: Heterokedacity Test Results

In Figure 1, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. This shows that the data in this study did not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4.

**Table 4
Multiple Regression Equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,982	8,240		3,274	.002
	Job satisfaction	.509	.089	.617	5,701	.000
	Work environment	.344	.095	.445	3,614	.001
	Quality of Work Life	.236	.089	.273	2,665	.009
a. Dependent Variable: OCB						

Source: SPSS Output Results (2020)

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 26,982 + 0.509 (X1) + 0.344 (X2) + 0.236 (X3) \dots\dots\dots (2)$$

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

- a. From the above equation it can be seen that there is a constant value of 26,982 which means that if job satisfaction, work environment and quality of work life are zero, then the value of the OCB variable is at 26,982. This means that the variables of job satisfaction, work environment and quality of work life contribute to the improvement of employee OCB in DPMD Kerinci Regency.
- b. The regression coefficient value for Job satisfaction is positive 0.509. This means that if job satisfaction increases by one unit it will result in an increase in OCB by 0.509 unit.
- c. The regression coefficient value for the work environment is positive, namely 0.344. This means that if the work environment increases by one unit it will result in an increase in employee OCB by 0.344 unit.
- d. The regression coefficient value for the quality of work life is positive, namely 0.236. This means that if the quality of work life increases by one unit it will result in an increase in employee OCB by 0.236 unit.

Regression Coefficient Test (t test)**Hypothesis Testing 1**

The first hypothesis proposed, that Job satisfaction partially has a positive effect on employee OCB. Based on the analysis results of the t test, it is known that the significance level of the job satisfaction variable is $0,000 <$ from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between job satisfaction on employee OCB in DPMD Kerinci Regency.

Hypothesis Testing 2

The second hypothesis is proposed, that the work environment partially has a positive effect on employee OCB. Based on the analysis results of the t test, it is known that the level of significance of the work environment variable is $0,001 <$ from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the work environment on employee OCB in DPMD Kerinci Regency.

Hypothesis Testing 3

The third hypothesis proposed, that the quality of work life partially has a positive effect on OCB. Based on the results of the analysis of the t test, it is known that the significance level of the quality of work life variable is $0,009 <$ dai significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the quality of work life on employee OCB in DPMD Kerinci Regency.

Hypothesis Testing 4

The fourth hypothesis proposed is that job satisfaction, work environment, and quality of work life collectively have a positive effect on employee OCB. Based on the analysis of the F test, it is known that the level of significance of the variables of job satisfaction, work environment, and quality of work life is $0,000 <$ 0.05. Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between job satisfaction, work environment, and quality of work life on OCB employees in DPMD Kerinci Regency. As can be seen in table 5.

Table 5
F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	51	.460		
	Total	828,556	54			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 6.

Table 6
R Square Test Results

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,981 This means that 98.1% of employees' OCB is influenced by the independent variables of job satisfaction, work environment and quality of work life. While the remaining 1.9% is influenced by other variables outside the model.

Influence Job Satisfaction with OCB Employees in DPMD Kerinci Regency.

The results of this study indicate that job satisfaction has a significant effect on employee OCB in DPMD Kerinci Regency. This indicates that job satisfaction determines the OCB of employees at DPMD Kerinci Regency. This means that higher job satisfaction will increase employee OCB.

From the results of this study, it appears that the job satisfaction variable has a coefficient 0.509 which means that job satisfaction has a greater influence than other variables. This indicates that job satisfaction can play a role in increasing employee OCB. If DPMD Kerinci Regency wants to increase employee OCB, it must increase employee job satisfaction.

This is in line with the opinion of Simamora (2016) which states that job satisfaction is something that employees receive as a substitute for their service contribution to agencies with various aspects of job satisfaction that are said to have an effect on employee OCB because when the job satisfaction given to employees is high it is able to make these employees. enthusiastic so that they are able to influence their attitudes in working and accepting any work and carrying out it (Fadli, 2018).

The results of this study are in line with the research Mahendra (2009) which shows that job satisfaction has a positive and significant effect on employee OCB. Mohammad, Farzana (2011) research results also show that Job Satisfaction has a significant effect on employee OCB.

Influence Work Environment for Employee OCB in DPMD Kerinci Regency.

The results of this study indicate that the work environment has a significant influence on employee OCB in DPMD Kerinci Regency. This indicates that the work environment of employees determines the OCB of employees in DPMD Kerinci Regency. This means that the higher the employee's work environment, the higher the employee's OCB.

From the results of this study, it appears that the work environment variable has a coefficient 0.344 which means the work environment has a big influence. This indicates that the work environment can play a role in improving employee OCB. If DPMD Kerinci Regency wants to increase employee OCB, it must improve the employee's work environment.

This is in line with Masud's (2017) opinion that defines the work environment as a situation around employees at work. The work environment is said to affect employee OCB because when the employee's work environment is comfortable and safe, the employee can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with Wahyuningsih's (2009) research which shows that the work environment has a positive effect on employee OCB. Yohanas Oemar (2013) also shows that the work environment has a significant positive effect on employee OCB, the work environment has a positive effect on employee OCB.

Influence Influence Quality of Work Life for OCB against OCB of Employees in DPMD Kerinci Regency

The results of this study indicate that organizational culture has a significant influence on employee OCB in DPMD Kerinci Regency. This indicates that the quality of work life determines the OCB of employees in DPMD Kerinci Regency. This means that the better the quality of an agency's work life, the better the OCB for employees.

From the results of this study, it appears that the variable quality of work life has a coefficient 0.236 which means the quality of work life has a big influence. This indicates that the quality of work life can play a role in improving employee OCB. If DPMD Kerinci Regency wants to increase employee OCB, it must improve and create a better quality of work life for the agency.

The results of this study are in line with the research of Yohanas Oemar (2013) which shows that there is a significant positive influence between the quality of work life on employee OCB.

The Effect of Job Satisfaction, Work Environment, Quality of Work Life for OCB Employees in DPMD Kerinci Regency.

The results of this study indicate that job satisfaction, work environment and quality of work life together have a significant influence on employee OCB in DPMD Kerinci Regency. This indicates that job satisfaction, work environment and quality of work life determine employee OCB in DPMD Kerinci Regency. This means that job satisfaction, work environment and quality of work life will increase employee OCB.

This is in line with the research of Bara Dhatu, Patricia Dhiana Paramita, Andi Tri Haryono which shows that the results show support for a positive and significant influence between organizational work environment, job satisfaction, quality of work life on employee OCB.

IV. CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Job satisfaction has a positive influence on employee OCB in DPMD Kerinci Regency. This means that employee OCB will increase if the job satisfaction provided is able to provide encouragement to employees to be able to help their colleagues outside of their obligations.
2. The work environment has a positive influence on employee OCB in DPMD Kerinci Regency. This means that the employee's OCB will increase if the high work environment is able to provide morale to employees in carrying out work. The higher the work environment of an employee in an agency, the higher the sense of help in agencies outside of their main job.
3. The quality of work life has a positive influence on employee OCB in DPMD Kerinci Regency. This means that the employee's OCB will improve if the quality of work life of the institution where the employee works has a good and comfortable culture, and makes employees feel confident and comfortable to be able to do their job well. And a good quality of work life will encourage high OCB.
4. Job satisfaction, work environment and quality of work life together have a positive effect on employee OCB in DPMD Kerinci Regency. With R^2 0.981 or 98.1% OCB employees are influenced by the independent variables of job satisfaction, work environment and quality of work life.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect OCB and it is suggested to expand the scope of research on the effect of job satisfaction, work environment and quality of work life. against OCB employees used in this study.
2. It is hoped that agency management can create a safe and comfortable work environment for employees. Because to achieve productivity and better achievement of agency goals, a safe and comfortable work environment for employees is needed. When job satisfaction and work environment are given in a balanced manner, the OCB for employees also increases.
3. For the management of the agency it is hoped that it can create and improve the quality of work life of employees, for example by creating an atmosphere of intimacy between subordinates and leaders or subordinates and subordinates. Thus in the future it will be able to increase employee OCB.

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