THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

by M. Andi Prayogi

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THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE YOUTH AND SPORTS OFFICE OF NORTH SUMATRA PROVINCE

Salman Farisi[1], Muhammad Andi Prayogi[2], Elfi Juliana[3]

[1,2,3] Universitas Muhammadiyah Sumatera Utara

Correspondence E-mail: [1)] salmanfarisi@umsu.ac.id

Abstract

This study aims to determine the effect of work motivation and work environment on organizational citizenship behavior in mediating job satisfaction at the Youth and Sports Office of North Sumatra Province. In this study using associative research with a sample of 52 respondents who are employees of the Department of Youth and Sports of North Sumatra Province. Data collection techniques using questionnaires and data analysis techniques using Partial Least Square (SmartPLS) to test the seven hypotheses proposed in this study. The results of this study indicate that the effect of motivation on satisfaction has a positive and not significant effect; the influence of motivation on OCB has a positive and significant effect; the influence of the environment on satisfaction has a positive and significant effect; environmental influence on OCB has a negative and insignificant effect; the effect of satisfaction on OCB has a positive and significant effect; the effect of motivation on OCB mediated by satisfaction has no significant effect, which means that job satisfaction does not play a role in mediating work motivation on OCB; The influence of the environment on OCB mediated by satisfaction has a significant effect, which means that job satisfaction plays a role in mediating the work environment on OCB.

Keywords: ***Work Motivation, Work Environment, Organizational Citizenship Behavior and Job Satisfaction.***

1. INTRODUCTION

Organizational Citizenship Behavior (OCB) has a very important role and has a positive impact on the development of a company or organization carried out by employees. Organizational citizenship behavior (OCB) is an action that is carried out voluntarily by an individual even though the action is not part of his duties as a member of a company or organization. However, with the initiative to make the best contribution to the organization or company.

Organizational citizenship behavior(OCB) can also help organizations to improve their performance and gain a competitive advantage for employees to do work that goes beyond the formal job requirements needed so that relationships within the organization are productive (Jufrizen et al, 2020).

Motivation in general is often interpreted as something that exists in a person that can encourage, activate, move and direct a person's behavior. With the existence of good work motivation, it will bring up actions or actions that lead to goals and can satisfy a willingness of employees in an organization. This is supported by previous research conducted (Syahriani, 2017) which states that work motivation has a positive and significant influence on organizational citizenship behavior (OCB).

The work environment is a matter that can create comfort for employees and can affect the intensity or seriousness of employees in working in the company. With the existence of a good work environment and can support the production process will improve the quality or quality of employees who work within the organization. This is supported by the results of previous research conducted by (Kailola, 2018) which states that the work environment has a positive and significant direct effect on organizational citizenship behavior (OCB).

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Job satisfaction is considered as the result of the employee's experience in relation to his own values as desired and expected from his job. With this, job satisfaction is an attitude of the individual and is feedback on his work. Supported by previous research conducted by (Widayanti & Farida, 2016) states that there is a significant effect of job satisfaction on organizational citizenship behavior (OCB).

Department of Youth and Sports which is a government agency engaged in the development and management of national sports. Civil Servants (PNS) are employees who work in the government environment and are government employees, within ministries and in local governments, both provincial and city districts.

Researchers obtained problems that were seen from the job satisfaction of employees, including the lack of neatness in the administration in the work room, and there were still employees who were not obedient in punctuality when entering the office or leaving the office. The motivation problem is that there is still a lack of direction given by superiors/leaders to employees to focus more on completing work on time, because there are also many employees who delay work due to lack of motivation from superiors/leaders to complete tasks quickly. In addition, the work environment in the office is too quiet and there is very little office space so it is not efficient and makes guests wait too long.

1.1 Formulation of the problem

Based on the description of the background above, the formulation of the problem from this research is:

1. Does work motivation affect organizational citizenship behavior (OCB) at the Department of Youth and Sports of North Sumatra Province?
2. Does the work environment affect organizational citizenship behavior (OCB) at the Department of Youth and Sports of North Sumatra Province?
3. Does work motivation affect job satisfaction at the Department of Youth and Sports of North Sumatra Province?
4. Does the work environment affect job satisfaction at the Department of Youth and Sports of North Sumatra Province?
5. Does job satisfaction affect organizational citizenship behavior (OCB) at the Department of Youth and Sports of North Sumatra Province?
6. Does job satisfaction mediate the effect of work motivation on organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province?
7. Does job satisfaction mediate the effect of the work environment on organizational citizenship behavior (OCB) at the Department of Youth and Sports of North Sumatra Province?

2. THEORETICAL BASIS

2.1 Organizational Citizenship Behavior

According to the theory (Robbins, 2009 p. 40) organizational citizenship behavior (OCB) is optional behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

(John in Albert, 2015 p. 100) suggests that organizational citizenship behavior (OCB) has the characteristics of voluntary/extra-role behavior that is not included in the job description, spontaneous behavior, without certain suggestions or orders, helpful behavior, and behavior that is not easy. seen and assessed through performance evaluation.

2.2 Work motivation

According to (Tegar, 2019 p. 77) "Work motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals". According to (Tanjung, 2015) Work motivation is a condition that encourages or causes someone to do an act or activity that takes place consciously aimed at improving employee performance.

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2.3 Work environment

The condition of the work environment is said to be good if employees get a safe, comfortable and healthy atmosphere so that all work done can be completed optimally, quickly and well (Jufrizen & Rahmadhani, 2020).

The work environment is everything that is around workers and can affect them in carrying out assigned tasks, such as cleaning, music and so on (Kaswan, 2017).

2.4 Job satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. Employees who get satisfaction from their company will have a greater sense of attachment or commitment to the company than employees who are not satisfied (Azhar, Nurdin & Siswadi, 2020). Job satisfaction will affect productivity which is highly expected by managers for that managers need to understand what must be done to create job satisfaction for their employees to become actors who support the achievement of goals, have thoughts, feelings, and desires that can affect their attitudes towards their work (Bahri & Nisa, 2017).

2.5 Research Conceptual Framework

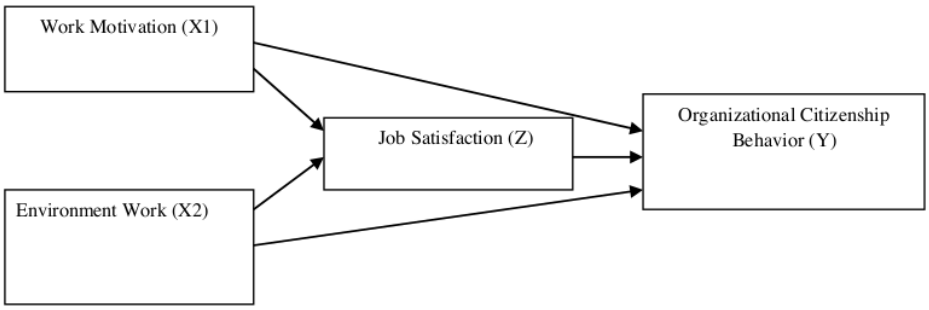


Figure 2.1 Research Conceptual Framework

2.6 Hypothesis

1. Work motivation has a positive effect on organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province
2. The work environment has a positive effect on organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province
3. Work motivation has a positive effect on employee job satisfaction at the Youth and Sports Office of North Sumatra Province
4. The work environment has a positive effect on employee job satisfaction at the Youth and Sports Office of North Sumatra Province
5. Job satisfaction has a positive effect on organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province
6. Job satisfaction mediates the relationship between work motivation and organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province
7. Job satisfaction mediates the relationship between the work environment and organizational citizenship behavior (OCB) at the Youth and Sports Office of North Sumatra Province

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3. IMPLEMENTATION METHOD

3.1 Research Approach

This research is included in the category of associative research using a quantitative approach. According to (Sugiyono, 2016) Associative research is research that aims to determine the relationship between two or more variables. According to (Juliandi, Irfan & Manurung, 2015) quantitative research is research where the problem is not found at the beginning, but the problem is found after the researcher goes into the field and if the researcher gets a new problem then the problem is re-examined until all the problems have been saturated and have been answered.

3.2 Population and Sample

In this study the population is employees who are registered at the Office of Youth and Sports of North Sumatra Province, totaling 107 employees. The number of samples of this study amounted to 52 employees who work in the Department of Youth and Sports of North Sumatra Province.

3.3 Data collection technique

Collecting data in this study using a questionnaire, is a method of collecting data by making a list of questions in the form of a questionnaire addressed to employees who are the object of research, namely the Youth and Sports Office of North Sumatra Province.

3.4 Operational definition

1. Work motivation

Work motivation is a perception related to a series of attitudes and values that influence individuals to achieve specific things according to individual goals so that the drive to work grows and the goals desired by employees are achieved.

Variables of work motivation can be measured by indicators according to Mangkunegara, 2017 page 111 which include hard work, future orientation, levels and goals, efforts to move forward, perseverance, relationships with colleagues, time utilization.

2. Work environment

The work environment is a perception related to the overall tools and materials that exist in the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as groups within an organization or company.

Work environment variables can be measured by indicators according to Nitisemito, 2010 and Sedarmayanti, 2013 which include work atmosphere, relationships with colleagues, availability of work facilities, lighting, air circulation, noise, unpleasant odors, security.

3. Organizational Citizenship Behavior(Y)

Organizational Citizenship Behavior (OCB) is a perception related to individual voluntary behavior that is not directly related to the reward system but contributes to organizational effectiveness.

OCB variables can be measured by indicators according to DW Organ in Wirawan, 2013 p. 722, which include helping (altruism), community/organizational policies (civic virtue), prudence (conscientiousness), courtesy (courtesy), sportsmanship.

4. Job Satisfaction (Z)

Job satisfaction is the perception associated with a person being more satisfied with their job as a whole, with the job itself, and with their co-workers and superiors compared to salary and career opportunities.

Job satisfaction variables can be measured by indicators according to Sariningtyas & Widya, 2016 which include salary, promotion, supervision, co-workers, working conditions.

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3.5 Data Analysis Techniques and Hypothesis Testing

In calculating the data processing, the researcher uses a tool in the form of a computer application program, namely Structural Equational Modeling (SEM) using Smart-PLS software that uses mediation effect analysis.

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1,1 Description of Respondent Characteristics

Characteristics of respondents are the description and presence of respondents seen in the study, namely gender, education and length of work. From the entire sample of 52 employees studied, all of them were able to fill out a questionnaire via Google Form.

The characteristics of the respondents in this study are

1) The majority, namely 29 (55.8%) of the respondents were male
2) The majority, namely 35 (67.3%) respondents with undergraduate education
3) The majority, namely 18 (34.6%) respondents worked >5 years

4.1.2 Hypothesis Test Results

1. Direct Effects

Table 4.1 Direct Effect Test Results

	Original Sample	*P – Values*
X1 – Z	**0.199**	**0.190**
X1 – Y	**0.470**	**0.001**
X2 – Z	**0.699**	**0.000**
X2 – Y	**-0.310**	**0.100**
Z – Y	**0.746**	**0.000**

Source: Results of SEM – PLS data processing

1. X1 to Z: Path Coefficient = 0.199 and P–Values = 0.190 (> 0.05), meaning that the effect of X (Work Motivation) on Z (Job Satisfaction) is positive and not significant.
2. X1 to Y: Path Coefficient = 0.470 and P–Values = 0.001 (<0.05), meaning that the effect of X (Work Motivation) on Y (Organizational Citizenship Behavior) is positive and significant.
3. X2 to Z: Path Coefficient = 0.699 and P–Values = 0.000 (<0.05), meaning that the effect of X2 (Work Environment) on Z (Job Satisfaction) is positive and significant.
4. X2 to Y: Path coefficient = -0.310 and P–Values = 0.100 (>0.05), meaning that the effect of X2 (Work Environment) on Y (Organizational Citizenship Behavior) is negative and insignificant.
5. Z to Y: Path coefficient = 0.746 and P–Values = 0.000 (<0.05), meaning that the effect of Z (Job Satisfaction) on Y (Organizational Citizenship Behavior) is positive and significant.

2. Indirect Effect

Table 4.2 Indirect Effect Test Results

	Original Sample	*P – Values*
X1 – Z – Y	**0.149**	**0.162**
X2 – Z – Y	**0.521**	**0.000**

Source: Results of SEM – PLS data processing

From table 2 above, it can be seen that the indirect effect coefficient X1-ZY is 0.149 with P-Values 0.162 > 0.05 (not significant), then Z (Job Satisfaction) does not mediate the effect of X1 (Work Motivation) on Y (Organizational Citizenship Behavior). .

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The value of the indirect effect coefficient of X2-ZY is 0.521 with P-Values 0.000 <0.05 (significant), then Z (Job Satisfaction) mediates the effect of X2 (Work Environment) on Y (Organizational Citizenship Behavior).

3. Total Effect

Table 4.3 Total Effect Test Results

	Original Sample	*P – Values*
X1 – Z	**0.199**	**0.190**
X1 – Y	**0.619**	**0.001**
X2 – Z	**0.699**	**0.000**
X2 – Y	**0.212**	**0.278**
Z – Y	**0.746**	**0.000**

Source: Results of SEM – PLS data processing

a. *Total Effect* for the relationship between variable X1 (Work Motivation) and variable Z (Job Satisfaction) is 0.199
b. *Total Effect* for the relationship between the variable X1 (Work Motivation) and the variable Y (Organizational Citizenship Behavior) is 0.619
c. *Total Effect* for the relationship between variables X2 (Work Environment) and variable Z (Job Satisfaction) is 0.699
d. *Total Effect* for the relationship between the variable X2 (Work Environment) and the variable Y (Organizational Citizenship Behavior) is 0.212
e. *Total Effect* for the relationship between variable Z (Job Satisfaction) and variable Y (Organizational Citizenship Behavior) is 0.746.

4.2 DISCUSSION

4.2.1 The Effect of Work Motivation on Job Satisfaction

Based on the results of data processing, the variable of Work Motivation on Job Satisfaction resulted in a positive and insignificant effect. With path coefficient value = 0.199 and P–Values = 0.190 > 0.05. This finding means that the effect of work motivation on job satisfaction is unidirectional, if the value of the variable X1 (job motivation) increases, the value of the variable Z (job satisfaction) also increases. The insignificant value indicates that work motivation does not significantly affect job satisfaction.

Previous research said that the effect of work motivation on job satisfaction was not significant (Harahap & Khair, 2019), so it can be said that this research is in line with previous research.

4.2.2 The Effect of Work Motivation on Organizational Citizenship Behavior (OCB)

Based on the results of data processing, the Work Motivation variable on Organizational Citizenship Behavior (OCB) produces a positive and significant influence value. With path coefficient value = 0.470 and P–Values = 0.001 <0.05. This finding means that the effect of Work Motivation on Organizational Citizenship Behavior (OCB) is unidirectional, if the value of the X1 variable (Work Motivation) increases, the value of the Y variable (Organizational Citizenship Behavior) also increases. A significant value indicates that work motivation is significant in influencing Organizational Citizenship Behavior (OCB).

Based on previous research conducted by (Dewi & Riana, 2019) stated that work motivation had a significant effect on Organizational Citizenship Behavior (OCB) carried out at the Bandung Regency DPRD secretariat. And there are other previous studies that say that the effect of Work Motivation on Organizational Citizenship Behavior (OCB) is not significant (Haryati, 2019). So this research supports and is in line with previous research conducted by (Dewi & Riana, 2019).

4.2.3 The Effect of Work Environment on Job Satisfaction

Based on the results of data processing of the Work Environment variable on Job Satisfaction, it produces a positive and significant effect.

With path coefficient value = 0.699 and P–Values = 0.000 <0.05. These findings mean that the effect of the work environment on job satisfaction is unidirectional, if the value of the X2 variable (work environment) increases, the value of the Z variable (job satisfaction) also increases. A significant value indicates that the work environment is significant in influencing job satisfaction.

Based on previous research conducted by (Andriany, 2019), stated that the results of the study proved that the work environment had a positive and significant effect on job satisfaction of PT. Repex Perdana International (License of Federal Express) Medan. Likewise, previous research conducted by (Siagian & Khair, 2018) concluded that the effect of the work environment on job satisfaction was significant. So this research is in line with previous research.

4.2.4 Influence of Work Environment on Organizational Citizenship Behavior (OCB)

Based on the results of data processing, the Work Environment variable on Organizational Citizenship Behavior (OCB) produces a negative and insignificant effect. With path coefficient value = -0.310 and P– Values = 0.100 > 0.05. This finding means that the influence of the Work Environment on Organizational Citizenship Behavior (OCB) is not unidirectional, if the value of the X2 variable (Work Environment) increases, the value of the Y variable (Organizational Citizenship Behavior) will not increase. The insignificant value indicates that the work environment is not significant enough in influencing Organizational Citizenship Behavior (OCB).

Previous research also examines how the relationship between the Work Environment and Organizational Citizenship Behavior (OCB). Based on previous research conducted by (Waspodo et al., 2019), states that the work environment variable affects organizational citizenship behavior (OCB). And this research supports the previous research conducted by (Muayanah et al., 2017); (Priyandini et al., 2020) concluded that the work environment does not have a significant influence on organizational citizenship behavior (OCB).

4.2.5 The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Based on the results of data processing, Job Satisfaction on Organizational Citizenship Behavior (OCB) variable results in a positive and significant effect. With path coefficient value = 0.746 and P–Values = < 0.05.

This finding means that the effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) is unidirectional, if the value of the Z variable (Job Satisfaction) increases, the value of the Y variable (Organizational Citizenship Behavior) will also increase. Significant value indicates that job satisfaction is significant in influencing Organizational Citizenship Behavior(OCB). Based on previous research conducted by (Saepudin et al., 2019), stated that the variable job satisfaction of teachers has a positive and significant effect on organizational citizenship behavior (OCB) of state high school teachers in Tambun Utara District and Babelan District. Likewise, previous research conducted by (Adi et al., 2018) concluded that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) in LPD Pakraman Tanjung Benoa Village. Thus, this research is in line with previous research.

4.2.6 The Effect of Work Motivation on Organizational Citizenship Behavior (OCB) With Job Satisfaction as Intervening Variable

Based on the results of data processing of Work Motivation Variables on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction, it shows that the indirect effect of Work Motivation on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction is not significant. With the indirect influence value X1 – Z – Y is 0.149, with P-Values 0.162 > 0.05 (not significant). This means that the Job Satisfaction variable does not play a role in mediating Work Motivation on Organizational Citizenship Behavior (OCB).

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This study is not in line with the results of research conducted by (Mariatin & Supriyantini, 2014) which states that work motivation has a significant positive effect on organizational characteristic behavior (OCB). Another previous study also conducted by (Parimita & Khoiriyah, 2018) stated that work motivation had a significant effect on job satisfaction and (Widayanti & Farida, 2016) stated that there was a significant effect of job satisfaction on organizational citizenship behavior (OCB).

4.2.7 Influence of Work Environment on Organizational Citizenship Behavior (OCB) With Job Satisfaction as Intervening Variable

Based on the results of data processing of Work Environment Variables on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction, it shows that the indirect effect of Work Environment on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction is significant. With the indirect influence value X2 – Z – Y is 0.521, with P-Values 0.000 < 0.05 (significant). This means that the Job Satisfaction variable plays a role in mediating the Work Environment on Organizational Citizenship Behavior (OCB).

This study is in line with the results of previous research conducted by (Kailola, 2018) which states that the work environment has a positive and significant direct effect on organizational citizenship behavior (OCB). Other previous studies were also conducted by (Wibowo, 2013) states that the physical work environment and non-physical work environment simultaneously have a significant effect on employee job satisfaction. Another previous study conducted by (Widayanti & Farida, 2016) also stated that there was a significant effect of job satisfaction on organizational citizenship behavior (OCB).

5. CONCLUSION

The influence of work motivation on job satisfaction at the Department of Youth and Sports of North Sumatra Province is positive and not significant where work motivation is not significant enough to affect job satisfaction.

The influence of Work Motivation on Organizational Citizenship Behavior (OCB) at the Youth and Sports Office of North Sumatra Province is positive and significant where when Work Motivation increases, Organizational Citizenship Behavior (OCB) will increase and is quite significant to influence it.

The influence of the work environment on job satisfaction at the Department of Youth and Sports of North Sumatra Province is positive and significant, where the work environment is quite significant in influencing job satisfaction.

The influence of the Work Environment on Organizational Citizenship Behavior (OCB) at the Department of Youth and Sports of North Sumatra Province is negative and insignificant where when the Work Environment increases, Organizational Citizenship Behavior (OCB) will not increase and in the opposite direction.

The effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) at the Youth and Sports Office of North Sumatra Province is positive and significant where when Job Satisfaction increases, Organizational Citizenship Behavior (OCB) will also increase.

The Effect of Work Motivation on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an intervening variable is not significant so that Job Satisfaction does not mediate the effect of Work Motivation on Organizational Citizenship Behavior (OCB) (direct)

The influence of the work environment on organizational citizenship behavior (OCB) with job satisfaction as an intervening variable is significant so that job satisfaction mediates the relationship between work environment and organizational citizenship behavior (OCB) (indirectly).

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