

Work Motivation and Quality of Work Life: Its Impact on Organizational Citizenship Behavior of Regional Government Office Employees of North Minahasa Regency

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ABSTRACT

The purpose of this study is to determine whether: (1) work motivation has an effect on OCB; (2) the quality of work life affects OCB; (3) work motivation have an effect on the quality of work life. This study used a quantitative approach with a survey method and multiple linear regression used for technique data analysis. The object of research is the local government office employees of North Minahasa Regency. The sample of employees is taken from the Regional Government Office of North Minahasa Regency, while the data collection used a questionnaire instrument. The result of the study showed that work motivation has a direct effect on OCB amount of 6.98%, the quality of work life has a direct effect on OCB amount of 5.95% and work motivation has a direct effect on the quality of work life amount of 2.43%. The results of this study confirmed that OCB can be improved through work motivation and quality of work life.

Keywords: Government Office, Organizational Citizenship Behavior, North Minahasa, Quality of Work Life, Work Motivation

JEL Classification Codes: M10, M12, M19

INTRODUCTION

OCB is often referred to as pro-social behavior which is a vital component for the survival and effectiveness of the organization, because the behaviors shown include trying to protect the organization, making improvements, training oneself as an additional responsibility to the organization, and creating a supportive climate for the organization. According to Triyanto & Santosa (2009) as quoted by Mohyi (2020) OCB is a visible and observable voluntary behavior, which is based on a dominant motive or value, and external rewards and punishments given by companies.

Organizational Citizenship Behavior (OCB) according to theory proposed by Bolino and Turnely as quoted by Schultz & Schultz (2006, p. 249) explained that OCB is mobilizing forth effort, doing more for your employer than the minimum requirements of your job. It includes such behaviors as taking on additional assignments, voluntary assisting other people at work, keeping up with the developments in one's field or profession, following company rules even when no one is looking, promoting and protecting the organization,

and keeping a positive attitude and tolerating inconveniences at work. This explanation indicates that OCB is making continuous efforts and working more than the required minimum standards. OCB behavior is shown, among others, in the form of taking on additional tasks, voluntarily helping other people's work, developing the profession, complying with organizational rules even when no one is watching, promoting and protecting the organization, and maintaining a positive attitude and tolerance for inconvenience in the workplace.

According to Griffin and Moorhead (2014, p. 80), organizational citizenship refers to the behavior of individuals who make a positive overall contribution to the organization. Kreither and Kinicki (2008, p. 174) stated that organizational citizenship behaviors (OCB) consist of employee behaviors that are beyond the call of duty. Smith in Lapine as quoted by JLePine, Erez & Johnson (2002, p. 57) explained that OCB is a behavior that benefits the organization and does not receive an express award because the behavior carried out is not a job demand or is not included in formal work in the workplace. Schnake (1991, pp.735-759) also defined OCB as individual behavior that is functional, pro-social, extra-role directed or shown to individuals, groups or organizations, while Robbins (2006) stated that OCB is a preferred behavior that is not part of formal work obligations, but supports the effective functioning of the organization.

According to Organ as quoted by Tschannen-Moran (2014), OCB is implemented in five dimensions, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism is the nature of prioritizing interests of others, such as giving help to new coworkers, and providing time for others which is shown directly to other individuals, but the contribution to efficiency is based on increasing individual performance. Conscientiousness is the nature of prudence, such as efficient use of time, high attendance rates are a contribution to efficiency, both on an individual and group basis. Sportsmanship is a positive trait, such as avoiding petty complaints by maximizing the total amount of time spent used in constructive efforts within the organization. Politeness (courtesy) is a polite and obedient nature, such as through a warning letter, or prior notification, and conveying information appropriately which is to help to prevent problems and maximize the use of time and the last is civic virtue), which is the nature of wisdom or good membership of people, such as serving on committees and performing functions even if they are not required, helping to make a good impression on the organization, and providing necessary services for the benefit of the organization.

However, on another occasion, Organ, as quoted by Foote & Tangn (2008), defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization. This means that OCB is a voluntary behavior that cannot be imposed on the boundaries of work and is not officially rewarded but is able to contribute to the development of organizational productivity and effectiveness. According to Smith in Foote and Tang (2008), these behaviors drive the creation of the organization's social machines, provide the flexibility needed to work through multiple departments, and help employees within the organization to overcome conditions of interdependence with one



another. This shows that OCB can encourage the establishment of solidity that can assist employees in solving various problems that arise in the organization.

OCB is very much needed, particularly for the public organizations (government) that prioritize excellent services to the community. As a regional government work unit, the North Minahasa Regency Government Office also provides public services to the community, in the fields of economy, social, politics, law, education, culture, religion, health, tourism, population as well as in other fields. The services are carried out in order to realize the vision of North Minahasa Regency, namely Change for Progress and Welfare Based on Faith and Mutual Cooperation, in which its implementation is translated into a mission. However, in reality, employee's behavior that reflects OCB is very rare. The results of interviews with two leaders on the Head of Section level show that employees, including the section head level leaders, generally only work in accordance to their respective main tasks and functions. Even if there are employees who tend to work outside working hours, they generally expect a fulltime payment. In addition, there are very few efforts made by employees outside of their main role for the benefit of the local government. This condition reflects the low OCB of employees, that it is interesting and worthy to be studied.

This condition does not occur by itself, but at least, it is caused by several factors. First, work motivation. According to Armstrong as quoted by Ansyari (2019), motivation is the strength and direction of behavior and the factors that influence people to behave in a certain way. According to Robbins & Judge as quoted by Uloli, Akbar & Kadir, (2019, p. 2) define motivation is a process that will determine the intensity, direction, and persistence of individuals in an effort to reach the target.

According to Kanfer, as quoted by George and Jones (2008, pp. 181-182), work motivation is the psychological forces within a person that determine the direction of the person's behavior in an organization, effort level and persistence in the face of obstacle. Davis (1987, p. 28) defined work motivation as the will to overcome challenges, progress and growth. According to Rivai (2011) as quoted by Ismet Sulila (2019, p. 123) states motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Meanwhile, Atkinson (1996, p. 240) defined work motivation as an attempt to calculate the direction, magnitude, and persistence of certain behaviors in the field of human activity. This only applies when a person knows that their achievements will be evaluated by themselves or others, based on certain standard measures, and the consequences the actions will produce an evaluation result of success or failure.

As a factor that is considered important in organizational life, motivation has been studied by many experts, resulting in many theories of motivation. First, David McClelland's theory of motivation (Ansyari, 2019) that focuses on the three needs of humans, 1) The achievement needs, that is the desire to do something better than before; 2) The needs for power, that is the need to be stronger, to be more influential on others; 3) The needs for affiliation, that is the need to be liked, to develop, or to maintain friendships with others. Second, Maslow's theory of motivation (Maslow's Hierarchy of Needs) quoted by

Hasibuan (2009, p. 154), there are 1) The psychological needs (physiological need), the need to maintain life, which includes the needs for eating, drinking, housing and breathing. The desire to fulfill this need stimulates a person to behave and work hard. 2) The safety needs, that is the need for freedom from threats, namely a sense of security from the threat of accidents and safety in carrying out works. These needs lead to the next two forms, the need for mental security, especially mental security at work when on duty and the need for security of property in the workplace when on duty. 3) The social needs or affiliation (Affiliation or acceptance Needs), that is the social needs, that of friends affiliation, interaction, loving and to be loved, and being accepted in the association of groups of workers and their environment. Basically, normal humans do not want to live alone in a remote place. They always need a group life. 4) Needs that reflect self-esteem (Esteem or Status Needs), namely the needs for self-esteem and recognition and appreciation of prestige from employees and their environment. Ideally, prestige arises because of achievements, but this is not always the case. However, it should also be noted by the leaders that the higher one's position in society or one's position in the organization, the higher the prestige. Prestige and status are manifested by the many things that are used as status symbols. 5) Self-actualization needs, namely the need for self-actualization by using optimal abilities, skills and potential to achieve very satisfying work performance. This need is the complete realization of one's full potential. Third, Alderfer's theory (Alderfer's ERG Theory), which includes three core groups of needs, namely existence, relationship, and growth or commonly referred to as ERG theory (Gomez-Meija, Balkin & Cardy, 2008, pp. 470-471). Fourth, Herzberg's theory of motivation (Herzberg's Two Factor Theory), the hygiene factors, namely the contextual and intrinsic aspects of work such as salary, profit sharing, company policies, working conditions, and interpersonal relationships with colleagues and supervisors; and motivator factors, which include the nature of work, responsibility for tasks, feedback and recognition, opportunities for personal growth and learning, and feelings of achievement resulting from task completion (Gomez-Meija, Balkin & Cardy, 2008, pp. 472-473).

Second, the quality of work life. This factor is the totality of an individual's experience in the workplace, which includes safe and healthy work environments, works that develops individual abilities, opportunities for personal growth and security, social environments that encourage personal identity, communal feelings, high mobility, the right to confidentiality, individual's right to refuse, and socially responsible organization.

Quality of work life according to Nawawi (2001, p. 53) is a program that includes ways to improve the quality of life by creating better employees. According to DuBrin (1997, p. 376), quality of work life is related to the degree to which the full range of human need is met. According to Dessler (2015), the quality of work life is a condition in which employees can meet their important needs by working in the organization. Quality of work life according to William B. Werther, Jr. & Keit Davis (1993) as quoted by Wirawan (2015), is having good supervision, good conditions, good pay and benefits and interesting challenged rewarding job. Straw and Heckscher in Sabarirajan and Geethanjali (2011, p. 39) defined quality of work life as a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be

treated with dignity and respect. Schermerhorn, Hunt, Osborn and Uhl-Bien (2005, p. 38) described the quality of work life as the overall quality of human experiences in the workplace. This understanding contains a broad meaning about the quality of work life within the scope of the organization, which includes all aspects that affect the condition of the organization both physically and non-physically. McKenna (2006, p. 13) mentioned the principles of quality of work life which include (1) an adequate and fair remuneration system, (2) a safe and healthy work environment, (3) work routines that reduce disruption to family fun and needs, (4) work that develops human abilities, (5) opportunities for personal growth and security (6) a social environment that encourages personal identity, escape suspicion, communal feelings and increased mobility, (7) the right to privacy and the right to refuse, and (8) socially responsible organizations.

Cascio (2006, p. 24) stated that there are two ways to explain quality of work life, they are:

1. Quality of work life is seen as a set of employee perceptions of security at work, job satisfaction, and conditions to be able to grow and develop as human beings.
2. Quality of work life is seen as a set of goals to be achieved through organizational policies such as: safe working conditions, job involvement, career development policies, fair compensation and others.

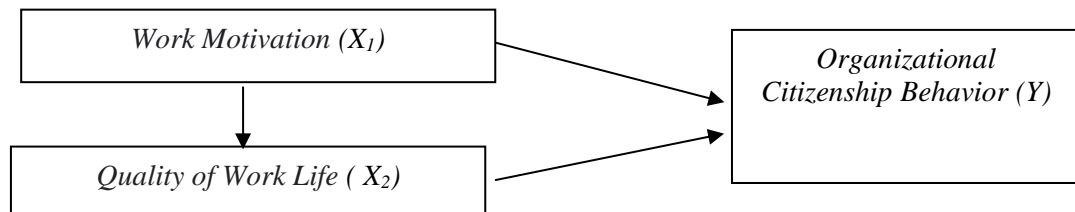
According to Soemarsono (2004), quality of work life as a management system approach to coordinate and link the potential of human resources within the organization is an effort by the leadership to meet the needs of members and organizations simultaneously and continuously. The quality of work life has given hope to the satisfaction of workers regarding personnel needs through enrichment of experience in the organization. The basic philosophy of the concept is that improving the quality of work life comes from all efforts at every level of the organization to achieve human dignity and growth. Meanwhile, according to Siagian (2015, p. 320), the aspect of quality of work life is a systematic concept in organizational life that emphasizes the involvement of workers to determine the way they work and what contribution they can make to the company to achieve productivity goals and objectives.

With these considerations, this research is focused on organizational citizenship behavior of employees seen from the perspectives of quality of work life and work motivation. Based on the background of the study, this study aims to analyze and prove the effect of work motivation on organizational citizenship behavior, to analyze the effect of quality of work life on organizational citizenship behavior, and to analyze the effect of work motivation on the quality of work life.

Based on the description above, the research constellation of work motivation, quality of work life and organizational citizenship behavior of employees of the Regional Government Office of North Minahasa Regency is arranged in the following figure:



Figure 1. Research Constellation



Based on the framework, the hypotheses can be formulated as follows:

1. There is a positive direct influence of work motivation (X_1) on organizational citizenship behavior (Y)
2. There is a positive direct influence on the quality of work life on organizational citizenship behavior (Y)
3. There is a positive direct effect of work motivation (X_1) on the quality of work life (X_2)

RESEARCH METHOD

In this study the data used in the form of quantitative data which includes data on the number of employees of the Regional Government Office of North Minahasa Regency and the results of data processing from research questionnaires. The population in this study were all employees of the Regional Government Office of North Minahasa Regency. The sample taken by providing questionnaires to 80 employees of Regional Government Office of North Minahasa Regency.

In this study, the data sources were obtained from primary data and secondary data at the Regional Government Office of North Minahasa Regency. Primary data was obtained from distributing questionnaires to employees who were appointed as respondents, while secondary data was in the form of documents and artifacts related and relevant to this research.

There are three types of data collection instruments, 1). Work motivation (X_1) is a psychological force within a person that determines the direction of their behavior as well as the level of effort and persistence in dealing with obstacles in the organization as measured by some indicators, the nature of work, responsibility for tasks, feedback and recognition, opportunities for personal growth and learning, and the taste of achievement resulting from task completion. 2). Quality of work life (X_2) is the overall condition of the experience felt by individuals while at work that affects their attitudes and behavior at work reviewed based on the work environment safety, work environment health, work that develops individual abilities, encourages personal identity, communal feelings, personal confidentiality, respecting human rights, and the social responsibility of the organization. 3). Organizational citizenship behavior (Y) is an employee action carried out continuously and exceeds the standards required by the organization that can make a positive contribution to the development and effectiveness of the organization, which



is measured by attaching importance to common interests, prudence, sportsmanship, obedience, and wisdom.

The analysis of the research data was carried out using descriptive statistical analysis which included mean, median, mode, standard deviation, variance, maximum and minimum scores, as well as frequency distribution and histogram; and inferential statistical analysis using path analysis formulas.

RESULTS AND DISCUSSION

The Requirements Testing of the Analysis of Normality Test

The normality test in this study used estimated error data. The normality test used is the Liliefors test. By using the Liliefors test, the data is declared normal if $L_{count} < L_{table}$, while the data is declared abnormal if $L_{count} > L_{table}$. The results of the calculation of the normality test show that all the estimated errors are normal as shown in the following table:

Table 1. Summary of Normality Test Results

No	Estimated Error	L_{count}	L_{table} ($\alpha = 0,05$)	Conclusion
1	X_1	0,219	0,300	Normal
2	X_2	0,153	0,300	Normal
3	Y	0,154	0,300	Normal

Significance Test and Regression Linearity

For the linearity tests performed for each pair of simple regression, the results are as follows:

Table 2. Summary of Linearity Test Results

Regression	F count	F table ($\alpha=0,05$)	Conclusion
Y on X_1	1,59	1,70	Linear
Y on X_2	0,21	1,81	Linear
X_2 n X_1	1,27	1,97	Linear

Based on the results above, it can be seen that the calculated F value for each regression pair is smaller than the F table. These results indicate that the regression pair Y on X_1 , Y on X_2 , and X_2 on X_1 , has a linear relationship pattern, thus fulfilling the requirements of the analysis.

Hypothesis Test

The summary of the results of the path coefficient calculation and t test which shows the direct influence of work motivation, quality of work life on organizational citizenship behavior is summarized in the following table:



Table 3. Path Coefficient Summary and t-Test

Path	Path Coefficient	t-count	t-table	
			$\alpha = 0,05$	$\alpha = 0,01$
P ₃₁	0,230**	2,71	1,645	2,33
P ₃₂	0,244**	2,90	1,645	2,33
P ₂₁	0,156**	2,644	1,645	2,33

Information:

**Path coefficient is very significant (p 0.01)

** Path coefficient is very significant (p < 0.05)

Direct Effect of Work Motivation on Organizational Citizenship Behavior

The results of path coefficient calculations and t-test to test the hypothesis of the direct effect of work motivation on organizational citizenship behavior are presented in the following table:

Table 4. Path Coefficient and t-Count The Effect of Work Motivation on Organizational Citizenship Behavior

Sample Size (n)	Path Coefficient (p ₃₁)	t-count	t-table	
			$\alpha = 0,05$	$\alpha = 0,01$
80	0,230**	2,71	1,645	2,33

Information:

** Path coefficient is very significant (p < 0,01)

From the calculation of the path coefficient, the path coefficient of the direct influence of work motivation on organizational citizenship behavior (p₃₁) = 0.230. The path coefficient obtained is positive, thus indicating that the effect is directly proportional. Meanwhile, the t-count value obtained is 2.71, while the t-table value for dk = 80 at = 0.01 is 2.33. The value of t-count > t-table, so that H₀ is rejected and H₁ is accepted. Thus it can be concluded that work motivation has a direct positive effect on employee's OCB.

Direct Effect of Quality of Work Life on Organizational Citizenship Behavior

The results of the calculation of path coefficients and t-count to test the hypothesis of the direct influence of quality of work life on OCB are presented as follows:

Table 5. Path Coefficient and t Count Direct Effect of Quality of Work Life on OCB

Sample Size (n)	Path Coefficient (p ₃₂)	t-count	t-table	
			$\alpha = 0,05$	$\alpha = 0,01$
80	0,244**	2,90	1,645	2,33

Information:



** Path coefficient is very significant ($p < 0,01$)

From the results of the calculation of the path coefficient of the direct influence of the quality of work life on OCB (p_{32}), a value of 0,244 is obtained. The path coefficient is positive which indicates that improving the quality of work life will have an impact on increasing OCB. The t-count value obtained is 2,90, while the t-table value for $dk = 80$ at $\alpha = 0.01$ is 2.33. The value of t-count $>$ t-table, so that H_0 is rejected and H_1 is accepted. This means that the quality of work life has a direct positive effect on the OCB of employees.

The Direct Effect of Work Motivation on Quality of Work Life

The summary of the results of calculating path coefficients and t arithmetic to test the direct effect of perceptions of work motivation on the quality of work life are as follows:

Table 6. Path Coefficient and t Count Direct Effect of Work Motivation on Quality of Work Life

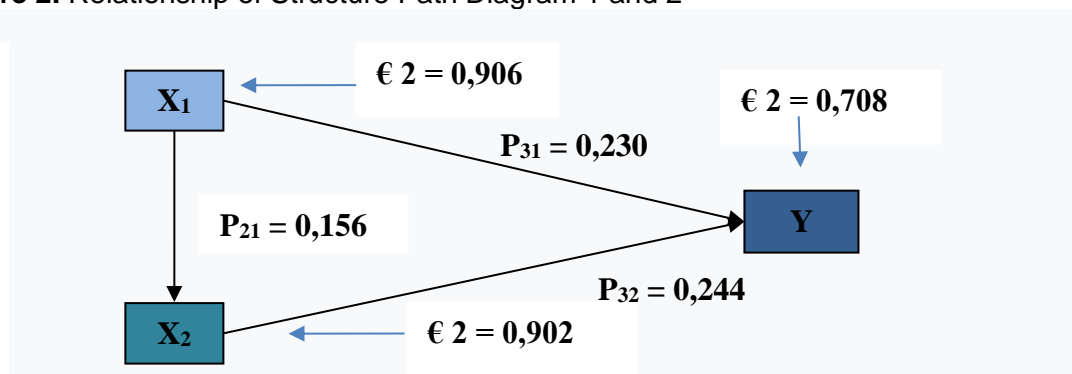
Samle Sizer (n)	Path Coefficient (p_{21})	t-count	t-table	
			$\alpha = 0,05$	$\alpha = 0,01$
80	0,156**	2,64	1,645	2,33

Information:

** Path coefficient is very significant ($p < 0.01$)

The results of the calculation show that the positive path coefficient of the effect of work motivation on the quality of work life (p_{21}) is 0.156. The positive path coefficient indicates that a good employee's perception of the quality of work life will lead to an increase in work motivation. Meanwhile, the t-count value obtained is 2.64, while the t-table value for $dk = 80$ at $\alpha = 0.01$ is 2.33. The value of t-count $>$ t-table, so that H_0 is rejected and H_1 is accepted. Thus, it can be concluded that direct positive work motivation on the quality of work life affects employees.

Figure 2. Relationship of Structure Path Diagram 1 and 2



Discussion

Work Motivation on Organizational Citizenship Behavior

The results of testing the first hypothesis showed that work motivation has a direct positive effect on OCB of 0,0529 (5,29%). This indicates that improving work motivation can increase employee OCB. Work motivation is a psychological force within a person that determines the direction of a person's behavior in the organization, the level of effort and persistence in the face of obstacles, which has three elements, namely the direction of behavior, the level of effort and the level of persistence. When these strengths are directed to address the nature of work, responsibility for tasks, feedback and recognition, opportunities for personal growth and learning, and feelings of achievement resulting from task completion, it will encourage a person to do the best work activities, including carrying out tasks beyond targets and applicable work standards, as a form of OCB. As stated by Bolino and Turnely quoted by Schultz and Schultz (2006, p. 249), OCB is to make continuous efforts and work more than the required minimum standards, which according to Organ as quoted by Tschannen-Moran (2014), OCB can be expressed in the form of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. This means that high work motivation can encourage strong OCB among employees. The results of previous relevant research conducted by Budiyanto and Oetomo (2011, p. 192) also proved that work motivation has a positive and significant influence on organizational citizenship behavior. Thus, the results of this study are in line with the results of previous studies which prove that work motivation has a positive effect on the OCB of employees.

The Effect of Quality of Work Life on Organizational Citizenship Behavior

The testing of the second hypothesis proves that the quality of work life has a direct positive effect on OCB amount of 0,0595 (5,95%). This confirms that improving the quality of work life can increase OCB. The fulfillment of these aspects can encourage employees to do the best things for the progress of their organization, including being willing to carry out tasks beyond the standards set by the organization, because they feel they have been given a conducive work environment. In other words, an adequate quality of work life can encourage employees to demonstrate OCB, which according to Bolino and Turney as quoted by Schultz and Schultz (2006, p. 249), is to make continuous efforts and work more than the minimum required standards. A previous research also supports the results of research that proves the influence of the quality of work life on OCB. The research conducted by Ma, Yu, Ma, and Hao (2010, pp. 171-172) took a sample of hotel employees with the survey method, the results showed that the quality of work life has a significant influence on the indicators of OCB. Thus, it is clear that the results of this study support and strengthen previous research on the effect of quality of work life on employees' OCB.

The Influence of Work Motivation on Quality of Work Life

The results of testing the third hypothesis indicated that work motivation has a direct positive effect on the quality of work life by 0,02434 (2,434%). This means that increasing work motivation can improve the quality of employee work life. This finding can be understood considering that in the quality of working life there are eight important

aspects, the existence of an adequate and fair remuneration system, a safe and healthy work environment, work routines that reduce disruption to family fun and needs, work that develops human abilities, opportunities for personal growth and security, a social environment that encourages personal identity, no suspicion, communal feelings, the preservation of the right to privacy and the right to refuse, and socially responsible organization (McKenna, 2006, p. 13). The availability of these eight aspects can adequately stimulate feelings of pleasure among employees so that employees can work with enthusiasm, zeal, and dedication. In other words, a well-developed and adequate quality of work life can encourage employee motivation. A previous research conducted by Bolduc (2001) also found that the quality of work life has a positive relationship with work motivation. Thus, it is clear that the results of previous studies support and reinforce the positive influence of work motivation on the quality of employees' work life.

The results of this study as a whole prove that organizational citizenship behavior of employees at the Regional Government Office of North Minahasa Regency, is influenced by work motivation and quality of work life, which is strengthened by an empirical model built with path analysis. Under these conditions, the results of this study confirm the empirical fact that organizational citizenship behavior of employees can be improved through work motivation and quality of work life. This also means that to improve employee organizational citizenship behavior, it is necessary to improve work motivation and quality of work life. Under these conditions, the findings of this study can be used by practitioners to improve employee organizational citizenship behavior through the perspective of work motivation and quality of work life, as well as being used as a theoretical reference by academics and researchers who are interested in conducting research on the same topic or its further development.

CONCLUSIONS

Based on the results of the analysis and discussion, the conclusions of this study are: First, work motivation has a direct positive effect on OCB of employees in North Minahasa Regency Government Office. These findings indicate that high work motivation will increase employees' OCB. Second, the quality of work life has a direct positive effect on organizational citizenship behavior of the employees of the North Minahasa Regency Government Office. These findings indicate that a high quality of work life will improve employees' OCB. Third, positive direct work motivation on the quality of work life affects employees of the North Minahasa Regency Government Office. These findings indicate that high work motivation will improve the quality of employees' work life.

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