

## Quality of Work Life and Work Environment on Organizational Citizenship Behavior with Job Satisfaction as Mediation

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### Abstract

This study aims to analyze the influence of the quality of work life and work environment on organizational citizenship behavior (OCB) with job satisfaction as mediation in the state civil apparatus in Hulu Sungai Selatan district. The population in this study was 15,017 people with a sample of 220 people in government agencies. The sampling technique used purposive sampling with the criteria of employees having a structural position of more than 3 years. This type of research is quantitative and data collection uses a questionnaire. The data analysis technique used in this study is Structural Equation Modeling (SEM). The novelty of this research is that the object of research is government employees, so it is different from previous research conducted on non-government employees. The results of this study indicate that the quality of work life and work environment have a significant effect on organizational citizenship behavior (OCB) with job satisfaction as mediation. Employees who are satisfied with what they have done are supported by a good work environment and quality of work life will be able to create organizational citizenship behavior (OCB), namely doing work outside their job description according to the job description without having to be forced or coerced. do it voluntarily.

**Keyword:** Organizational citizenship behavior, quality of work life, work environment, job satisfaction

### Introduction

Every employee who works expects job satisfaction. Job satisfaction is an important factor to obtain maximum work results because according to some experts job satisfaction can support the achievement of productivity. Employees can feel whether the task is fun or unpleasant to do thanks to job satisfaction. As a form of employee commitment to the organization is to see how the level of job satisfaction with what has been obtained while working. Job satisfaction is an important factor in achieving maximum performance, if employees experience satisfaction at work, they will try to complete their work as optimally as possible so that organizational expectations can be achieved, such as increasing productivity levels. For employees, job satisfaction is something that is felt very important because by creating job satisfaction, employees will try to produce the best performance for the benefit of the organization. Job satisfaction as a form of employee perception of what he has felt about his work based on aspects of work from within (intrinsic) and from outside (extrinsic) himself (Rahmawati & Tobing, 2019).

Quality of Work Life is a management system approach or organizational perspective that aims to improve the quality of life of employees in their work environment simultaneously and continuously. Employees are one of the resources that play a more important and active role in an organization, through the organization employees can realize all the plans that have been prepared so that organizational goals can be achieved. Organizations really need to pay attention to employee behavior in the workplace. Quality of Work Life is an important factor for human motivation and increased job satisfaction (Kermansaravi et al., 2015).

When employees do something beyond what is supposed to be done at work, and do it voluntarily with the aim of supporting increased organizational effectiveness and survival, then this behavior can be referred to as

organizational citizenship behavior or better known as Organizational Citizenship Behavior (OCB). OCB is individual behavior that is voluntary, not directly recognized by the formal reward system, and as a whole increases the effectiveness of organizational functions. What is meant by "voluntary" is that the behavior does not require a coercive job description, namely detailed working conditions with the company. Work is more personal, and if it is not done there is no penalty (Organ, 1997).

## **Literature Review**

### **Work Environment**

Comfortable work environment conditions can affect employee concentration coupled with the wasteful use of office items and the lack of caution in doing things. The greatest value of the quality of work life is the sign of progress and growth that shows that employees are given opportunities (Robbins & Judge, 2013). The work environment includes everything that surrounds the job, the variety of tasks and levels of autonomy, the demands of the job, and the requirements for expressing emotional work. A good work environment triggers levels of productivity and satisfaction for employees. Based on this information, it can be seen that job satisfaction increases due to work situations in the office. A comfortable work environment can make employees feel at home working in the office, so that many employees are satisfied

### **Quality Work Life**

Quality of Work Life is a form of philosophy applied by management in managing organizations in general and human resources in particular. Shamir & Salomon (1985) define Quality of Work Life as a construct consisting of personal well-being and the degree to which individuals are rewarded, promoted, and emotionally satisfied within an organization. Quality of life at work has become one of the most important aspects that must be considered by organizations to achieve predetermined goals (Sabonete et al., 2021). Seven parameters measuring the quality of work life, namely; growth and development, work environment, supervision, salary and benefits, social relations and work integration (Zin, 2004).

### **Job satisfaction**

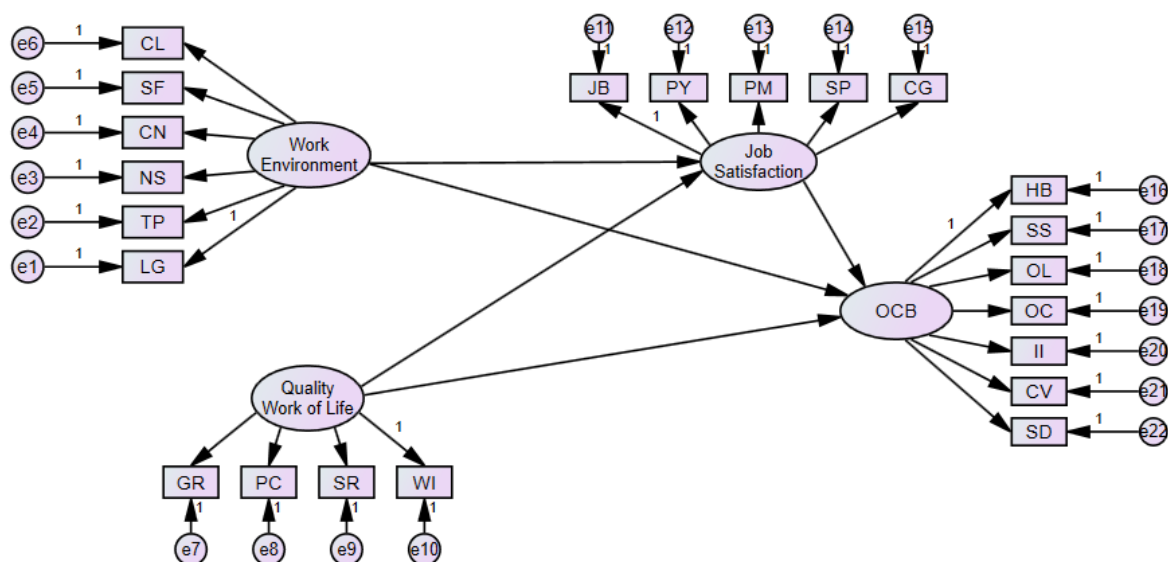
Job satisfaction is the emotional orientation employees have towards the roles they perform at work (Vroom, 1964). Job satisfaction is an attitude that individuals have about their work which is the result of their perception of their job, based on work environment factors, such as supervisor style, policies and procedures, work group affiliation, working conditions, and benefits (Caillier, 2014). (Robbins & Judge, 2017) states that employees with a high level of job satisfaction have a positive attitude towards their work, whereas someone with a low level of satisfaction tends to have negative feelings towards their work. Feelings of satisfaction or dissatisfaction with employees in carrying out a job, in the form of an impact or evaluation result on several indicators of job satisfaction. Employees may find their work enjoyable or unpleasant to complete while they are at work. Job satisfaction is a general attitude towards results that is specifically indicated for certain job factors, individual characteristics and group relations outside of work. Job satisfaction is a general attitude towards results that are specifically shown in certain job factors, individual characteristics and group relationships outside of work (Rahmawati & Tobing, 2019).

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) as extra-individual behavior, which is not directly present in the formal work system, but can be felt capable of increasing organizational effectiveness (Organ, 1997). This means that the behavior is not included in the employee's job requirements or job description and so there is no penalty if it is not displayed. Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. Organizational Citizenship Behavior refers to the behavior of helping others, volunteering for additional assignments, complying with the rules that apply in the workplace (Titisari, 2014). Organizational Citizenship Behavior (OCB) is employee performance that exceeds the workload, and has positive impact on company development (Susanto et al., 2021). Organizational citizenship behavior (OCB) is employee behavior, such as helping fellow employees or voluntarily promoting the organization, which is an important contributor to several aspects of performance in organizations (Rose et al., 2017).

## Methods

This study aims to determine the effect of the work environment on the quality of work life on OCB with job satisfaction as mediation. This research approach is quantitative with explanatory research. The data source is the primary data from the questionnaire. With a total study population of 15,017 civil servant respondents working in several agencies in Hulu Sungai Selatan District. The number of samples in this study was 220 respondents based on Hair et al., (2010), which is at least five to ten times the number of indicators. The sampling method uses purposive sampling with the criteria of civil servants who have occupied structural positions with a term of more than 3 years. The analysis technique used in this research is Structural Equation Modeling (SEM) using AMOS. The research model is as shown in Figure 1. This study uses two exogenous variables and two endogenous variables. The first exogenous variable is the Work Environment (WE) with six indicators namely Lighting (LG), Temperature (TP), Noise (NS), Cleaning (CN), Safety (SF) and Color (CL). The second exogenous variable is the Quality of Work of Life (QWL) with four indicators namely Growth (GR), Participation (PC), Social Relationship (SR) and Work Integrity (WI). The first endogenous variable is Job Satisfaction (JS) with four indicators namely Work (JB), Payment (PY), Promotion (PM), Supervision (SP) and Colleagues (CG). The second endogenous variable is Organizational Citizenship Behavior (OCB) with seven indicators namely Helping Behavior (HB), Sportmanship (SS), Organizational Loyalty (OL), Organizational Compliance (OC), Individual Initiative (II), Civic Vertue (CV) and Self alone. Development (SD). Before conducting SEM analysis, it is necessary to test the validity and reliability of the data.



## Results and Discussion

Before testing the Structural Equation Modeling (SEM) using AMOS, it is necessary to test the validity and reliability of the data. All data is declared valid if the multiple squared correlation value for all variable indicators is greater than 0.3 and the instrument is declared reliable if the Cronbach's alpha value for all variable indicators is greater than 0.6. Based on Table 1, the results of testing the validity and reliability of the data show that the research data is valid and reliable.

Table 1: Research Data Validity and Reliability Test Results

Variable	Indicator	Squared Multiple Correlation	Information	Cronbach's Alpha if Item Deleted	Information
Work Environment	LG	0,766	Valid	0,866	Reliable
	TP	0,764	Valid	0,867	Reliable
	NS	0,747	Valid	0,870	Reliable
	CN	0,711	Valid	0,878	Reliable
	SF	0,718	Valid	0,877	Reliable
	CL	0,721	Valid	8,821	Reliable

Quality Work of Life	GR	0,515	Valid	0,654	Reliable
	PC	0,499	Valid	0,660	Reliable
	SR	0,427	Valid	0,688	Reliable
	WI	0,476	Valid	0,670	Reliable
Job Satisfaction	JB	0,713	Valid	0,797	Reliable
	PY	0,730	Valid	0,780	Reliable
	PM	0,715	Valid	0,794	Reliable
	SP	0,722	Valid	0,791	Reliable
	CG	0,734	Valid	0,787	Reliable
Organizational Citizenship Behavior	HB	0,603	Valid	0,691	Reliable
	SS	0,525	Valid	0,649	Reliable
	OL	0,625	Valid	0,659	Reliable
	OC	0,632	Valid	0,673	Reliable
	II	0,629	Valid	0,665	Reliable
	CV	0,599	Valid	0,628	Reliable
	SD	0,621	Valid	0,641	Reliable

Structural Equation Modeling (SEM) testing begins with testing the validity and reliability of the research structural model. The model is declared valid if the outer loading indicator value for the variable is greater than 0.6 and is declared reliable if the construct reliability (CR) indicator value for the variable is greater than 0.7. Based on Table 2, the structural model is declared valid and reliable.

Table 2: Results of the Validity and Reliability Test of the Research Structural Model

Indicator	Loading Factor	Information	Construct Reliability	Information
LG	0,811	Valid	0,898	Reliable
TP	0,827	Valid		
NS	0,799	Valid		
CN	0,759	Valid		
SF	0,771	Valid		
CL	0,650	Valid	0,948	Reliable
GR	0,801	Valid		
PC	0,814	Valid		
SR	0,999	Valid		
WI	0,994	Valid		
JB	0,805	Valid	0,874	Reliable
PY	0,679	Valid		
PM	0,766	Valid		
SP	0,722	Valid		
CG	0,833	Valid		
HB	0,852	Valid	0,942	Reliable
SS	0,836	Valid		
OL	0,784	Valid		
OC	0,864	Valid		
II	0,901	Valid		
CV	0,722	Valid		
SD	0,877	Valid		

The second stage in the Structural Equation Modeling (SEM) test is testing the Structural Equation Modeling (SEM) assumptions which consist of a normality test, outlier test and multicollinearity test. The normality test results show a critical skewness value of 1.86 and this value is between  $\pm 1.96$  so that the research model can be used. Outlier test results show that all d-squared Mahalanobis values are greater than the chi square table values with degrees of freedom (df) =  $220 - 1 = 219$  and  $\alpha = 5\%$ ; the value of the chi square table is 254.52

so that the research model can be used. The results of the multicollinearity test show that the determinant value of the sample covariance matrix is 49.063 which is far from zero so that the research model can be used.

The third stage in the Structural Equation Modeling (SEM) test is to do Goodness of Fit. The Goodness of Fit test includes Chi Square, Chi Square Probability, RMSEA, GFI, AGFI, CMIN/DF, TLI and CFI values. The results of the calculation of the Goodness of Fit in Table 3 show that all criteria meet the requirements so that the research model is feasible.

Table 3: Results of the Goodness of Fit Research Model Test

Criteria	Cut off value	The calculation results	Information
<i>Chi Square</i>	Expected small	253,596	Feasible
Probability	$\leq 0,05$	0,053	Feasible
RMSEA	$\leq 0,80$	0,035	Feasible
GFI	$\geq 0,90$	0,916	Feasible
AGFI	$\geq 0,90$	0,911	Feasible
CMIN/DF	$\leq 2,00$	1,300	Feasible
TLI	$\geq 0,95$	0,976	Feasible
CFI	$\geq 0,95$	0,980	Feasible

The final stage in testing the Structural Equation Modeling (SEM) is testing the hypothesis. The results of hypothesis testing are as follows:

Variable	Path Coefficient	CR	Probability	Information
WE against JS	0,158	2,258	0,024	Significant
QWL against JS	0,343	3,850	0,000	Significant
WE against OCB	0,036	2,363	0,021	Significant
QWL against OCB	0,090	2,243	0,034	Significant
JS against OCB	0,365	3,942	0,000	Significant

The results of hypothesis testing indicate that the work environment has a significant effect on job satisfaction. The relationship between the Work Environment and Job Satisfaction is unidirectional. The theory that explains that there is a link between the work environment and job satisfaction explains that a good work environment will provide job satisfaction for employees. Job satisfaction is the emotional orientation that employees have towards the roles they perform in the workplace (Vroom, 1964). A good work environment triggers levels of productivity and satisfaction for employees. Based on this information, it can be seen that job satisfaction increases due to work situations in the office. A comfortable work environment can make employees feel at home working in the office, so that many employees are satisfied (Robbins & Judge, 2017). This research is in line with the results of research Adhikari (2019); Djukic et al., (2014); Probst et al., (2010); Raziq & Maulabakhsh (2015) which states that the work environment affects job satisfaction.

The results of testing the hypothesis which states that the Quality of Work Life has a significant effect on Job Satisfaction. The relationship between Quality of Work Life and Job Satisfaction is unidirectional. Quality of work life for employees as an emotional part in an organization. Quality of life at work has become one of the most important aspects that must be considered by organizations to achieve predetermined goals (Sabonete et al., 2021). Vroom (1964) states that job satisfaction is an emotional orientation that employees have towards their role in appearing at work. Creating a good quality of work life will create a sense of satisfaction for employees. Research Adhikari (2019); Pio & Tampi (2018); Sankar (2018); Swaminathan & Jawahar (2013) state that there is a positive influence between Quality of Work Life and job satisfaction.

The results of hypothesis testing show that the Work Environment has a significant effect on Organizational Citizenship Behavior. The relationship between the Work Environment and Organizational Citizenship Behavior is unidirectional. A good work environment will produce extra individual behavior, which is not directly present in the formal work system, which can increase organizational effectiveness. Organizational

Citizenship Behavior (OCB) as an individual contribution that exceeds the demands of roles at work. refers to the behavior of helping others, volunteering for additional assignments, obeying the rules that apply in the workplace (Titisari, 2014). Organizational Citizenship Behavior (OCB) is employee performance that exceeds workload, and has a positive impact on company development (Susanto et al., 2021). This research is in line with the results of research Chaturvedi & Saxena (2017); Zurahmi et al., (2018) which states that there is a significant effect between Work Environment and Organizational Citizenship Behavior.

The results of hypothesis testing show that the Quality of Work of Life has a significant effect on Organizational Citizenship Behavior. The relationship between Quality Work of Life and Organizational Citizenship Behavior is unidirectional. Quality of work life for employees as an emotional part in an organization. Quality of life at work has become one of the most important aspects that must be considered by organizations to achieve predetermined goals (Sabonete et al., 2021). A good quality of work life will produce comfortable conditions for employees so that extra individual behavior will be created, which is not directly contained in the formal work system, which can increase organizational effectiveness. Organizational Citizenship Behavior (OCB) will result in employee performance that exceeds workload, and individuals that exceed role demands at work. refers to the behavior of helping others, volunteering for additional assignments, complying with regulations that apply in the workplace has a positive impact on company development (Susanto et al., 2021; Titisari, 2014). Nafei (2015); Nair (2013); Pio & Tampi (2018) they stated that there is an effect of Quality of Work of Life on Organizational Citizenship Behavior.

Sobbel test results with the variable Job Satisfaction as a mediating variable between the Work Environment and Organizational Citizenship Behavior with a z value of 2.084 greater than 1.96, indicating that Job Satisfaction is able to mediate the relationship between the Work Environment and Organizational Citizenship Behavior. Job satisfaction is the emotional orientation employees have towards their roles that emerge in the workplace by Vroom (1964). This shows that job satisfaction will be created for employees with good support from the work environment, then job satisfaction that arises from a good work environment will also be able to produce good work behavior for employees outside of the usual job descriptions. additional roles) without feeling forced or voluntarily to do so. So that the overall performance of employees and organizations will be well created (Organ, 1997; Susanto et al., 2021). The results of this study are in line with Pio & Tampi (2018); UIndag et al., (2011) that job satisfaction affects Organizational Citizenship Behavior.

The Sobbel test results with the variable Job Satisfaction as a mediating variable between the Quality of Work Life and Organizational Citizenship Behavior with a z value of 2.084 greater than 1.96, indicating that Job Satisfaction is able to mediate the relationship between the Work Environment and Organizational Citizenship Behavior. Job satisfaction is the attitude that individuals have about their job as a result of their perception of their job, based on work environment factors, such as supervisor style, policies and procedures, work group affiliation, working conditions, and benefits (Caillier, 2014; Vroom, 1964). Employees with high levels of job satisfaction have a positive attitude towards their work (Robbins & Judge, 2017). Quality of life at work has become one of the most important aspects that must be considered by organizations to achieve predetermined goals (Sabonete et al., 2021). A good quality of work life will produce comfortable conditions for employees so that extra individual behavior will be created, which is not directly contained in the formal work system, which can increase organizational effectiveness. Organizational Citizenship Behavior (OCB) will result in employee performance that exceeds workload, and individuals that exceed role demands at work. refers to the behavior of helping others, volunteering for extra assignments, complying with regulations that apply in the workplace has a positive impact on company development (Susanto et al., 2021; Titisari, 2014). This research is in line with the research of Anggita & Riyanto (2021); Sari et al., (2019) that Quality of Work Life and a conducive work environment and high job satisfaction are provided to employees, so that employees do not only work according to the job description but also carry out activities outside of the employee's job description (extra-role) which is called Organizational Citizenship Behavior (OCB)

## **Conclusions**

The results of this study indicate that the quality of work life and work environment have an effect on Organizational Citizenship Behavior (OCB) with job satisfaction as a mediation. Organizations need to pay attention to good working environment conditions to foster a good quality of work life which will be able to

create employees who want to work outside the job description or voluntary extra role (OCB) by fulfilling their job satisfaction. employees properly. Employees who are satisfied with what they have done are supported by a good work environment and quality of work life, will be able to create OCB, namely doing work outside their job description according to the job description without having to be forced or do it voluntarily. This research is expected to be input for organizations to pay attention to the quality of work life, work environment and job satisfaction to produce Organizational Citizenship Behavior (OCB) so that organizational performance can be achieved well. It is also hoped that this research can be continued in further research using a larger and wider sample in several government agencies in all districts and provinces so that the results can further deepen the body of knowledge, especially in the field of human resource management.

### Conflicts of Interest

The authors) declares that there is no conflict of interest regarding the publication of this paper.

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