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### DEVELOPING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH JOB SATISFACTION BY IMPROVING MOTIVATION AND WORKENVIRONMENT

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#### ABSTRACT

*This study aims to determine the influence of motivation and work environment on Organizational Citizenship Behavior (OCB) with job satisfaction as an intervening variable for non-lecturer employees at ITB Asia Malang. The population of this study includes all non-lecturer employees at the ITB Asia Malang, and the sample used is 70 respondents using the saturated sample method. The result of this study (1) motivation does not significantly affect job satisfaction, (2) work environment effect the job satisfaction positively and significantly, (3) job satisfaction and motivation effect OCB positively and significantly, (4) work environment does not significantly affect OCB, (5) job satisfaction is able to mediate work environment to OCB, (6) job satisfaction is not able to mediate motivation to OCB. ITB Asia Malang needs upgrading facilities, create KPI standards for each division, systems and environments that can shape work patterns for education personnel, and maximizing roles from the division coordinator for monitoring.*

**Keywords:** Motivation, Work Environment, Job Satisfaction, Organizational Citizenship Behavior (OCB)

#### ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh motivasi dan lingkungan kerja terhadap *Organizational Citizenship Behavior (OCB)* dengan kepuasan kerja sebagai variabel intervening pada karyawan non dosen di ITB Asia Malang. Populasi penelitian ini adalah seluruh pegawai non dosen di ITB Asia Malang, dan sampel yang digunakan adalah 70 responden dengan menggunakan metode sampel jenuh. Hasil penelitian ini (1) motivasi tidak berpengaruh signifikan terhadap kepuasan kerja, (2) lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja, (3) kepuasan kerja dan motivasi berpengaruh positif dan signifikan terhadap OCB, (4) lingkungan kerja tidak signifikan berpengaruh terhadap OCB, (5) kepuasan kerja mampu memediasi lingkungan kerja terhadap OCB, (6) kepuasan kerja tidak mampu memediasi motivasi terhadap OCB. ITB Asia Malang sebaiknya meningkatkan fasilitas, membuat standar KPI untuk setiap divisi, sistem dan lingkungan yang dapat membentuk pola kerja tenaga kependidikan, dan memaksimalkan peran dari koordinator divisi untuk pemantauan.

**Kata Kunci:** Motivasi, Lingkungan kerja, Kepuasan Kerja, *Organizational Citizenship Behavior (OCB)*.



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## Introduction

Human resources in an organization consist of efforts, skills or abilities of the employees in the organization (Tampubolon, 2016). An organization requires human resources to manage the system. Success business is an organization with effective and reliable system from the human resources. Thus, human resources are assets that are encourage to be improved effectively and efficiently to expand the performance and standards of the organisation.

Institut Teknologi dan Bisnis Asia Malang, commonly known as ITB Asia is a private institute that focuses on technology and business study in Malang, led by youngest female chancellor in Indonesia who graduated from Harvard University and went viral in 2019. ITB Asia made many changes and innovations program under the leadership of the new Chancellor. Asia is distinguished by other institute in Malang due to the innovative business and technology practice, where the student are prepared to be able and ready to enter the real business experience by introducing the student to real business activities in the industry. Start-up mentoring programs are one the popular program that held in the institution, especially the international-class millennials.

These implementation of the program designed by the chancellow of ITB Asia certainly require the support and involvement of lecturers and education personnel in carrying the education program, where focusing on the tasks and work alone is not sufficient for the organizational success (Kian et al., 2013).

Organizational Citizenship Behavior is known as the voluntary actions carried out by the individuals even though these actions are not part of their duty as member of the company or organization. This behaviour is a choice not part of the formal job requirement for the employee, but contributes to the psychological and social environment of the workplace (Robbins et al., 2015). These behaviour includes 5 dimensions based on Titisari (2014) are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

The development of educational institution, both in terms of regulations and activity has shifted a lot after the pandemic. This change in work patterns creates conditions that are less than ideal for some people. Adapting and learning new things requires extra effort, and therefore Organizational Citizenship Behavior is expected by the Chancellor in order to adapt with the current situation. Personnel who have OCB will be encouraged to perform in order to improve better situation for the institution. As to succeeded the the program by the chancellor, employee and lecturer needs to respons the demanding condition.

OCB can arise from both, internal and external variable. According to Titisari (2014) the two main variable are internal factos: commitment, job satisfaction, employee morale,

personality and motivation. The second factor, which arise from the external factor includes organizational culture, conviction in leaders, leadership style and so on. Employee will show OCB as form of gratitude for the what the company provides. This reciprocity is a manifestation of employee satisfaction with their work.

Employee job satisfaction is also manifested as individual's expression of their welfare related to their workload and activities (Saragih, 2020). The employee who finds satisfaction in the company are very beneficial for the organization because their human resources are more motivated and committed, creating better quality in work they do (Gupta, 2013). Job satisfaction is feeling that describes the level of excitement or emotion that employee feel or how the view and do work (Saripuddin, 2017).

These two factors are mutualism symbiotic for both parties, where the employee and the organisation's performance develops. Employees who are satisfied with their work will show loyalty and good work. Supported by previous research written by Wldayanti et al., (2016) and Sugito et al., (2019) revealed that there is a significant impact on job satisfaction on OCB.

Another factor that generate extra behaviour in an employee is work motivation. In his book, Wilbowo (2013) reveals that work motivation is a series of processes that generate, direct and maintain human behaviour leading to the achievement of targets. A person who has work motivation will perform action or behaving that leads to goals and can satisfy employees demand in an organization. In that case, ITB Asia educational staff have good work spirit, exemplified in terms of working time where the institution provides bonuses every six month with predetermined criteria and those who receive the bonus in 2022 increases compared to the previous year.

However, various form of awards that have been given to the employee does not guarantee the emergence of motivation of the employee in ITB Asia. The previous research from Syahrani, 2017 revealed that work motivation showed a positive and significant influence on OCB. Another study conducted by Sugiarti et al., 2014 gave inconsistent results, namely the influence of work motivation has a negative effect on OCB.

Another factor that can lead to OCB is the work environment (Nurhayati et al., 2016). Work environment defines as comfortable spaces for the employee and can affect the intensity of the employee work in the organization. The good comfortable space is said to be good if the employee get the comfortable and healthy atmosphere that all the tasks carried out to be completed optimally, efficient and well (Jufrizen et al., 2020). According to the research by Kailola, 2018, the work environment showed a positive and significant direct

influence on OCB. On the other hand, Alif (2015) showed a different result where work environment had a negative effect on OCB.

The motivation processed and the condition that supports the work environment will give effect on the employee satisfaction and employee satisfaction will affect the size of OCB in an organization. This research has proven by Rasyid et al., 2020.

Research on the relationship between the work environment and job satisfaction has also been carried out by (Sitinjak, 2018) with partial and simultaneous results that there is a significant influence between the Physical Work Environment on Employee Job Satisfaction, as evidenced by the significance of the p-value of 0.01 ( $< 0.05$ ) obtained from the results of the T test.

Research on the effect of job satisfaction in mediating the relationship between work motivation and OCB has also been carried out by several researchers, one of which (Muzakki, et al., 2019) revealed that work motivation factors show a significant positive influence on OCB through job satisfaction. This is evidenced by the calculation of the VAF value of 0.476, so that job satisfaction in this study is included in the category of partial mediation.

Research on the effect of job satisfaction in mediating the relationship between the work environment and OCB has also been carried out by several researchers, one of which is a study conducted by (Santoso, et.al 2021) with the title The Role of Job Satisfaction in Mediating the Effect of Compensation and Work Environment on OCB with the results Job satisfaction is able to mediate the effect of the work environment on OCB, this can be proven from the results of the Sobel test that has been carried out so that the tabulation value of  $Z = 3.215 > 1.96$  with a significance level of p value of 0.05.

From the explanation of the phenomena and gaps above, it is necessary to conduct further studies through a study on the Effect of Work Motivation and Work Environment on Organizational Citizenship Behavior through Job Satisfaction in Educational Personnel at ITB Asia Malang.

### **Research Methods**

This study focuses on the explanatory research to measure questionnaires using a quantitative approach (Scherer et al., 2018). The quantitative survey, applied to examine the symptoms of a group or individual behaviour, and the relationship between variables in a population (Badriyah, et.al, 2019). This study took a sample from one population and use an online questionnaire via Google Forms as the main data collection tool. Each item used in the questionnaire uses 5 Likert scales as 1 (strongly disagree and 5 (strongly agree). The population applied in this study were all ITB Asia Malang education personnel,

70 people. The number of samples applied is the census method. Saturated sampling is a sampling technique when all members of the population are applied as samples. Another term for saturated sample is census. This study uses path analysis which is a form of application of multiple regression that uses path diagrams as a guide to testing complex hypotheses (Suwandi, 2015). Path analysis was developed as a method to study the direct or indirect effect of the independent variable on the dependent variable. The independent variables in this study are work motivation (X1) and job satisfaction (X2), while the dependent variable in this study is Organizational Citizenship Behavior (Y), and the intervening variable is job satisfaction (Z).

Research Hypothesis

H1: the effect of work motivation (X1) on job satisfaction (Z)

H2: the influence of the work environment (X2) on job satisfaction (Z)

H3 : the effect of job satisfaction (Z) on OCB (Y)

H4 : the effect of work motivation (X1) on OCB (Y)

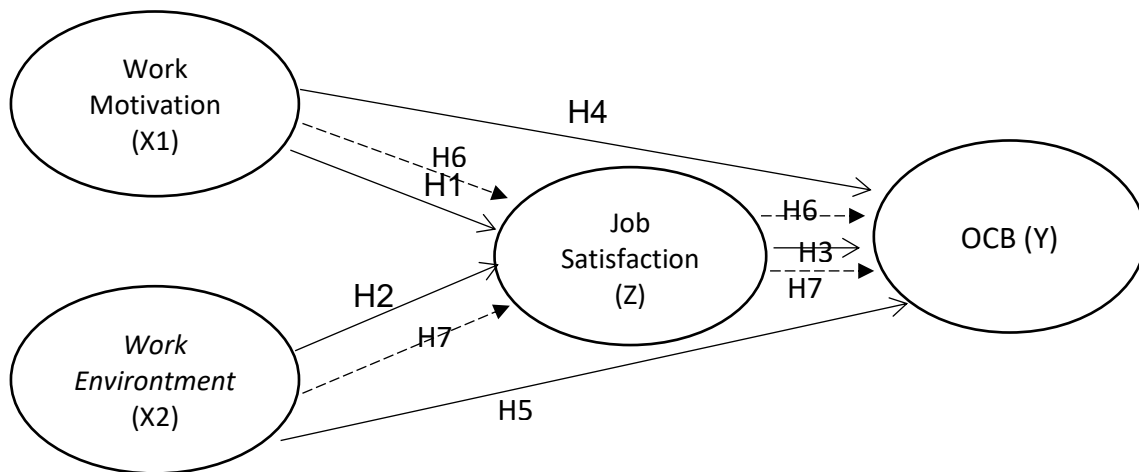
H5: the effect of the work environment (X2) on OCB (Y)

H6: the effect of work motivation (X1) on OCB (Y) through job satisfaction (Z)

H7: the effect of the work environment (X2) on OCB (Y) through job satisfaction (Z)

The conceptual framework formed in this study is illustrated in Figure 1 below:

Image 1. Conceptual Framework



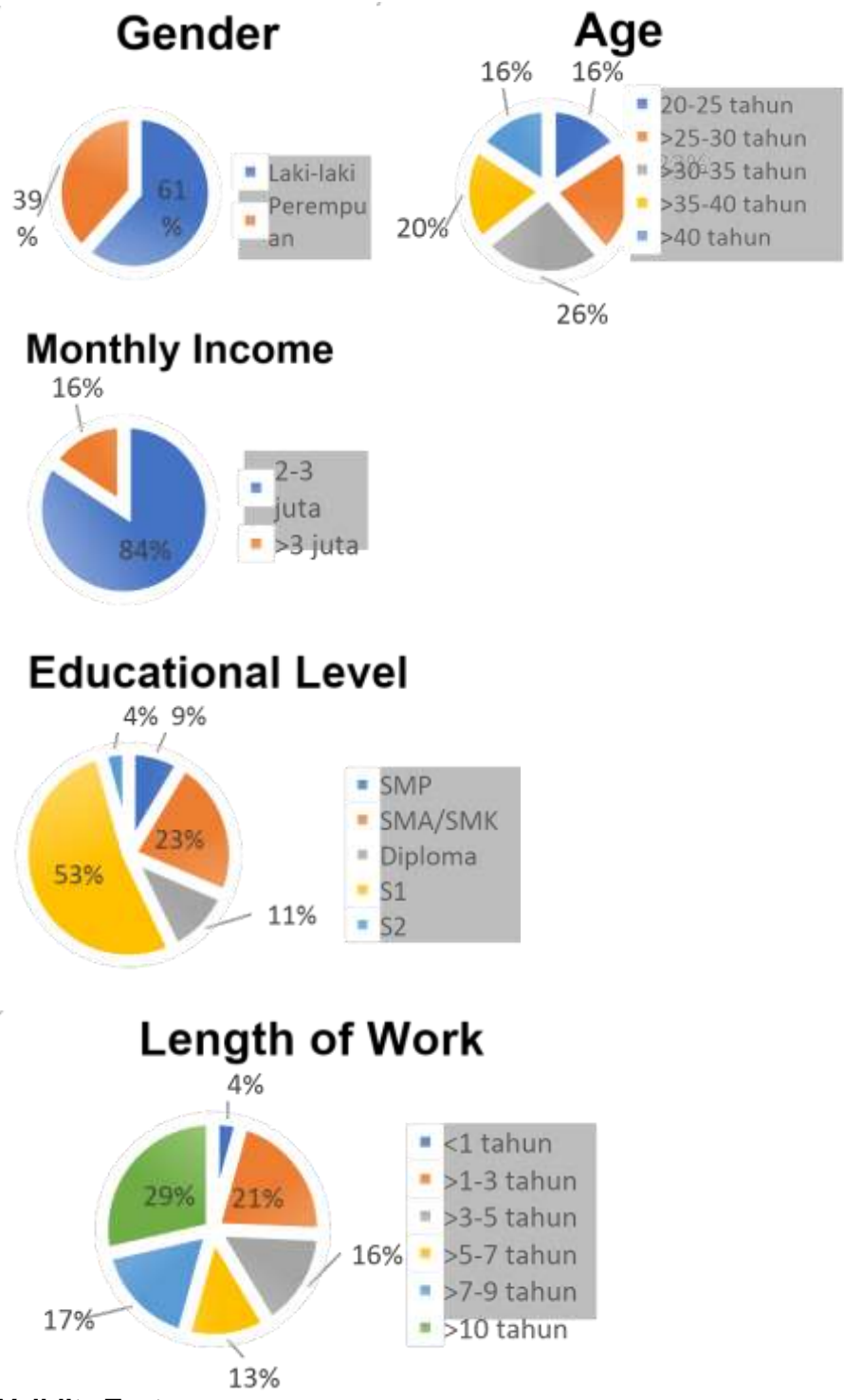
Description :

————▶ : Direct Influence

-----▶ : Indirect Influence

**Results and Discussion**

**Image 2. Respondents Overview**



**Validity Test**

It is known that the r-table value for the data is 70 respondents, with a significance level of error of 5% is 0.2319. It is said to be valid if r-count > r-table, the following are the output results from SPSS version 26 tools which will be represented in Table 1

Tabel 1. Result of Validity Test

Item	r-table	r-count	Result
X1.1	0,2319	0,736	Valid
X1.2	0,2319	0,630	Valid
X1.3	0,2319	0,543	Valid
X1.4	0,2319	0,716	Valid
X1.5	0,2319	0,790	Valid
X1.6	0,2319	0,709	Valid
X1.7	0,2319	0,630	Valid
X1.8	0,2319	0,760	Valid
X2.1	0,2319	0,633	Valid
X2.2	0,2319	0,744	Valid
X2.3	0,2319	0,744	Valid
X2.4	0,2319	0,676	Valid
X2.5	0,2319	0,675	Valid
X2.6	0,2319	0,716	Valid
X2.7	0,2319	0,526	Valid
X2.8	0,2319	0,587	Valid
X2.9	0,2319	0,529	Valid
Y1.1	0,2319	0,698	Valid
Y1.2	0,2319	0,637	Valid
Y1.3	0,2319	0,735	Valid
Y1.4	0,2319	0,573	Valid
Y1.5	0,2319	0,483	Valid
Y1.6	0,2319	0,595	Valid
Y1.7	0,2319	0,678	Valid
Y1.8	0,2319	0,712	Valid
Y1.9	0,2319	0,596	Valid
Y1.10	0,2319	0,623	Valid
Y1.11	0,2319	0,598	Valid
Y1.12	0,2319	0,668	Valid
Y1.13	0,2319	0,648	Valid
Y1.14	0,2319	0,760	Valid
Y1.15	0,2319	0,605	Valid
Z1.1	0,2319	0,697	Valid
Z1.2	0,2319	0,719	Valid
Z1.3	0,2319	0,794	Valid
Z1.4	0,2319	0,765	Valid
Z1.5	0,2319	0,819	Valid
Z1.6	0,2319	0,711	Valid
Z1.7	0,2319	0,794	Valid
Z1.8	0,2319	0,787	Valid
Z1.9	0,2319	0,716	Valid
Z1.10	0,2319	0,489	Valid
Z1.11	0,2319	0,632	Valid
Z1.12	0,2319	0,526	Valid
Z1.13	0,2319	0,592	Valid
Z1.14	0,2319	0,556	Valid
Z1.15	0,2319	0,554	Valid

**Sources:** Questionnaire data that has been processed by SPSS 26 in 2022.

Table 1 represents that the correlation of each item to the total score of each statement for the variables X1, X2, Y and Z, all of which produce an r-count > r-table so that the overall data used by the researcher is valid.

**Reliability Test**

In the reliability test of the instrument, the closer the reliability coefficient is to 1.0, the better. The following is a table of Cronbach's alpha values for each instrument in Table 2;

**Table 2. Reliability Test Result**

<b>Item</b>	<b>Value Cronbach's Alpha</b>	<b>Result</b>
X1.1	0,812	Reliable
X1.2	0,827	Reliable
X1.3	0,842	Reliable
X1.4	0,815	Reliable
X1.5	0,803	Reliable
X1.6	0,817	Reliable
X1.7	0,835	Reliable
X1.8	0,808	Reliable
X2.1	0,807	Reliable
X2.2	0,791	Reliable
X2.3	0,791	Reliable
X2.4	0,801	Reliable
X2.5	0,802	Reliable
X2.6	0,796	Reliable
X2.7	0,823	Reliable
X2.8	0,823	Reliable
X2.9	0,819	Reliable
Y1.1	0,886	Reliable
Y1.2	0,891	Reliable
Y1.3	0,885	Reliable
Y1.4	0,892	Reliable
Y1.5	0,894	Reliable
Y1.6	0,890	Reliable
Y1.7	0,887	Reliable
Y1.8	0,886	Reliable
Y1.9	0,892	Reliable
Y1.10	0,890	Reliable
Y1.11	0,890	Reliable
Y1.12	0,887	Reliable
Y1.13	0,888	Reliable
Y1.14	0,884	Reliable
Y1.15	0,890	Reliable
Z1.1	0,910	Reliable
Z1.2	0,909	Reliable
Z1.3	0,907	Reliable
Z1.4	0,907	Reliable
Z1.5	0,905	Reliable
Z1.6	0,910	Reliable
Z1.7	0,906	Reliable
Z1.8	0,907	Reliable
Z1.9	0,909	Reliable
Z1.10	0,917	Reliable
Z1.11	0,912	Reliable
Z1.12	0,916	Reliable
Z1.13	0,913	Reliable
Z1.14	0,916	Reliable
Z1.15	0,915	Reliable



**Path Analysis**

**Tabel 3. Direct Influence Recapitulation**

Influence between Variable	Coefficient Path	t-count	t-table	Sign.	Description
Motivation -> work satisfaction	0,110	1.113	1, 996	0,270	No significant effect
Environment-> work satisfaction	0,711	7,229	1, 996	0,000	Positive and Significant
work satisfaction -> OCB	0,387	3,198	1, 996	0,002	Positive and Significant
Motivation -> OCB	0,391	3,975	1, 996	0,000	Positive and Significant
Work environment -> OCB	0,127	0,973	1, 996	0,334	No significant effect

Source : SPSS data processing, 2022

Decision making rejection or acceptance of the hypothesis with a total data of 70 respondents and a significance level of 5% with the t table formula:

T table  $t(\alpha/2; n-k-1)$  ..... 1

So that the t-table value was selected on data 67 which has a value of 1.9960. In the regression results above, it is known that the motivation variable has a t-count value that is smaller than t-table ( $1.113 < 1.9960$ ) or a p-value greater than ( $0.270 > 0.025$ ). Thus, there is no significant effect between the motivational variables on job satisfaction. So this is different from previous research (Alif, 2015), which explains that work motivation factors show a significant positive influence on employee job satisfaction. The work environment variable shows a positive and significant influence on the job satisfaction variable, the t-count value is greater than t-table ( $7.229 > 1.9960$ ) or the p-value t is smaller than ( $0.000 < 0.025$ ).

P So it is in line with research written by (Alif, 2015; Permana et al., 2016), which reveals that the work environment has a significant positive effect on job satisfaction. This is also in line with the theory (Mangkunegara, 2017) which suggests that the work environment or working conditions are all physical aspects of work, psychological work and work regulations that can affect job satisfaction and the achievement of work productivity. Job satisfaction variable shows a positive and significant influence on organizational citizenship behavior variable with t value greater than t table ( $3.198 > 1.996$ ) or p-value t less than ( $0.002 < 0.025$ ). This is in line with the theory (Sugandi, 2013) that satisfied employees are more likely to do their jobs more than their job descriptions should, because they want to reciprocate their positive experiences at work. This condition can occur because when employees feel satisfied at work, employees tend to have positive perceptions and encourage employees to contribute to the company. Several previous studies that also

support this theory are research conducted by (Alif, 2015; Triwibowo et al., 2016; Permana et al., 2016; Wulandari et al., 2017; Huda, 2018; Margahana et al., 2018; Marlita et al., 2019). The motivation variable shows a positive and significant influence on the organizational citizenship behavior variable with a t value greater than t table ( $3.975 > 1.996$ ) or a p-value t less than ( $0.000 < 0.025$ ).

The results of the hypothesis in this study are in line with previous research which revealed that work motivation factors will affect OCB, according to research from (Margahana et al., 2018). There is no effect between the work environment variable on organizational citizenship behavior with a t-count value smaller than t-table ( $0.973 < 1.996$ ) or a p-value t less than ( $0.334 > 0.025$ ). This study is in line with research conducted by (Saputra et al., 2021) that the work environment variable does not significantly affect Organizational Citizenship Behavior. However, it is not in line with previous research (Sugito et al., 2019) which explains that work environment factors show a significant positive influence on OCB.

**Table 4 Direct Effect Recapitulation**

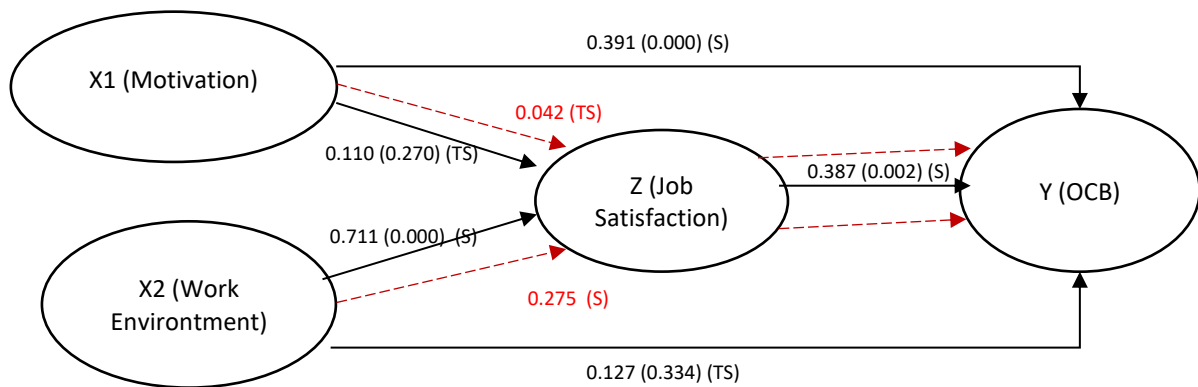
Influence Between Variables	Coefficient Path
<b>Motivation -&gt; Work satisfaction (X1 -&gt; Z)</b>	0,110
<b>Work Environment -&gt; Work satisfaction (X2 -&gt; Z)</b>	0,711
<b>Work satisfaction -&gt; OCB (Z -&gt; Y)</b>	0,382
<b>Motivation -&gt; OCB (X1 -&gt; Y)</b>	0,391
<b>Work satisfaction -&gt; OCB (X2 -&gt; Y)</b>	0,127

Source : SPSS data processing, 2022

**Table 5 Indirect Effect Recapitulation**

Influence Between Variables	Coefficient Path
<b>Motivation -&gt; Work Satisfaction -&gt; OCB (X1 -&gt; Z -&gt; Y)</b>	0,042
<b>Work Environment -&gt; Work satisfaction -&gt; OCB (X2-&gt; Z-&gt; Y)</b>	0,275

Source : SPSS data processing, 2022

**Image 3. Research Theoretical Model Path Diagram (Indirect Effect)**

**Source :** SPSS data processing, 2022

The indirect effect between motivational variables on organizational citizenship behavior through job satisfaction, obtained from the product of the direct influence between motivational variables on job satisfaction variables and the direct influence between job satisfaction variables on organizational citizenship behavior variables, so that the indirect effect is  $0.110 \times 0.387 = 0.042$ . A variable is said to be an intervening variable if the indirect relationship is greater than the direct relationship (Ghozali, 2016). It is known that the path coefficient of the direct influence of motivation on organizational citizenship behavior is greater than the path coefficient of the indirect effect of motivation on organizational citizenship behavior through job satisfaction ( $0.391 > 0.042$ )

So it can be concluded that the variable job satisfaction is not a mediating variable but an ordinary variable. in line with research conducted by (Alif, 2015; Simon et al., 2016; Aini et al., 2016) and which revealed that job satisfaction does not mediate work motivation on organizational citizenship behavior. In contrast to the research that has been carried out by (Syahrani, 2017; Muzakki et al., 2019) which revealed that work motivation factors showed a significant positive influence on OCB through job satisfaction. The path coefficient of the indirect influence of the work environment on Organizational Citizenship Behavior through job satisfaction is greater than the path coefficient of the direct influence of the work environment on Organizational Citizenship Behavior ( $0.275 > 0.127$ ), so it can be concluded that the job satisfaction variable is a mediating variable for the influence of the work environment variable on Organizational Citizenship Behavior. This is in line with research conducted by (Vanya et al., 2020; Santoso et al., 2021) which revealed that the work environment affects OCB through job satisfaction.

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## Conclusion

Based on the results of research and analysis that have been carried out regarding the Effect of Work Motivation and Work Environment on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable for Education Personnel at ITB Asia Malang, the following conclusions can be drawn:

1. Motivation has no significant effect on job satisfaction for education staff at ITB Asia Malang.
2. The work environment has a positive and significant effect on the satisfaction of the Education Personnel at ITB Asia Malang.
3. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior on Education Personnel at ITB Asia Malang.
4. Motivation has a positive and significant effect on Organizational Citizenship Behavior on Education Personnel at ITB Asia Malang.
5. The work environment has no significant effect on Organizational Citizenship Behavior on Education Personnel at ITB Asia Malang.
6. Job satisfaction does not mediate the effect of motivation on Organizational Citizenship Behavior on Education Personnel at ITB Asia Malang.
7. Job satisfaction is able to mediate the influence of the work environment on Organizational Citizenship Behavior on Education Personnel at ITB Asia Malang

## Suggestion

Based on the conclusions above, the authors can put forward some suggestions, namely;

1. For further researchers, it is recommended to add other variables other than those applied by the researcher. It is intended that the research carried out will be more useful for the owner or manager of ITB Asia Malang.
2. For Owners or Managers of ITB Asia Malang, it is recommended to maintain quality performance on work motivation factors, work environment, job satisfaction, and organizational citizenship behavior which are classified as "very good". Managers may also need to add or replace some facilities and equipment that are no longer appropriate with new items, more appropriate rooms/workplaces for Office Boys and Security, create performance standards and assessment standards for each division to be more transparent and able understood by all, create a system and environment that can shape work patterns for Education Personnel so that extra behavior emerges.
3. For further research, it can be developed for research with the object of research on Educators / Lecturers at ITB Asia Malang or can expand the object and place of

research so that more diversity of data will be obtained and the results obtained are also more complex and detailed.

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