

The Impact of Empowerment and Work-Life Quality on Job Satisfaction and Its Effect on Organizational Citizenship Behavior

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Abstract

The purpose of this study was to determine and analyze the effect of empowerment and quality of work life on job satisfaction and its impact on organizational citizenship behavior (OCB). This study uses a quantitative approach, the quantitative approach emphasizes the analysis of numerical data which is processed by statistical methods. The primary data collection method used is by distributing questionnaires to respondents. The test results show that empowerment and quality of work life have a positive and significant effect on job satisfaction. Then empowerment has a negative and insignificant effect on OCB, quality of work life has a positive but not significant effect on OCB and job satisfaction has a positive and significant effect on OCB.

Keywords

empowerment; quality of working life; job satisfaction; organizational citizenship behavior



I. Introduction

An organization really needs the role of human resources, so that human resources are the main capital in an organization. Because without human resources an organization will not be able to run. The role of human resources will greatly determine the success or failure of the organization in achieving the vision and mission that has been set, it needs to be supported by maintaining the satisfaction of these human resources because job satisfaction is a general attitude of individuals towards their work, (Uttunggadewi & Indrawati, 2019). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Organizational Citizenship Behavior (OCB) is influenced by several factors including job satisfaction. Job satisfaction is defined as an individual's general attitude towards his job (Hendawan, A. Sucahyawati, 2017), in this case are employees. Employees can judge how satisfied or dissatisfied they are with their work. Job satisfaction can also be described as an employee's emotional state, whether or not there is a meeting point between the remuneration value of the employee and the company or organization with the level of remuneration value that is desired by the employee concerned, (Melani & Suhaji, 2012).

Research evidence on job satisfaction can be seen from several categories such as leadership, psychological needs, appreciation or effort, management ideology and values, as well as job design factors and work content (Samiun et al., 2017) in his research stated that job satisfaction has a positive and significant effect on organizational citizenship behavior, in line with the results of Sofyan's research. Hidayat & Lukito, (2021) also stated that job satisfaction has a significant effect on organizational citizenship behavior. In contrast to the research conducted by Sofyan and Lukito in their research Sudarmayasa et

al., (2016) stated that job satisfaction is negative and not significant on organizational citizenship behavior.

Other factors that influence Organizational Citizenship Behavior (OCB) besides job satisfaction are empowerment and Quality of Work Life (QWL). Empowerment carried out within the organization is carried out within the organization with a focus on providing products and services. Through this concept, employees are given greater authority and responsibility in making decisions. For this reason, communication or exchange of information and knowledge between managers and employees is needed so that employees can truly understand their duties and can make a real contribution to organizational achievement, Hermawan (2018).

Employee Empowerment is the granting of authority to employees to plan, control and make decisions about the work for which they are responsible, without having to get explicit authority from the manager above, Suryadewi et al., (2014). Empowered employees will work for themselves without feeling ordered by their superiors and responsible for their results and career. This means that motivation comes from oneself and is based on the need for self-efficacy.

Significant to job satisfaction, but research conducted by Samiun et al., (2017) not in line with the results of the study explaining that empowerment has a negative and insignificant effect on job satisfaction. In his research Paramita & Wibowo (2021), also gives the opinion that empowerment is negative and not significant on organizational citizenship behavior.

The purpose of the Quality of Work Life program is to change and improve the work climate so that effective relationships between people, technology and organizations make the work experience more interesting and the final result is as expected, Soetjipto (2017). Quality of work life is a concept or management philosophy in order to improve the quality of human resources that has been known since the decade of the seventies. At that time the quality of work life was defined narrowly as a management technique that included a quality control group, job enrichment, an approach to negotiating with trade unions, management efforts to maintain the mental fitness of employees, harmonious industrial relations, participatory management and one of the forms of intervention in organizational development (Soetjipto, 2017). Setyoningrum & Diphojoyo (2020), in the study stated that the quality of work life has a positive and significant effect on job satisfaction, this is not in line with research that has been conducted by Country et al., (2015), which states that the quality of work life has no significant effect on job satisfaction.

The Regional Personnel Agency (BKD) of Central Java Province is a government agency. The regional civil service agency (BKD) has the task of formulating policies on the field of personnel in its working area, as well as carrying out other duties related to staffing, including employee recruitment and recruitment. While the function of this BKD is documentation of the field of employment including data on government employees, planning for local government personnel, making personnel policies, implementing activities in the field of government employment, socializing personnel information, determining salaries related to the welfare of government employees, to implementing, monitoring, and evaluating the implementation of government employment. Visit the nearest BKD office for other information, you can also access the official BKD website for general information regarding regional employment.

From the phenomenon that occurred, the researcher took the research with the title *The Effect of Empowerment and Quality of Work Life on Job Satisfaction and Its Impact on OCB (Study on Employees of the Regional Civil Service Agency of Central Java Province)*.

II. Review of Literature

2.1 OCB (Organizational Citizenship Behavior)

Organizational citizenship behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because the individual feels as a member of the organization who has a sense of satisfaction when he can do something more than the organization (Lumbantoruan, 2015). The explanation confirms that OCB is a global concept that contains all relevant positive behaviors from organizational members.

2.2 Job Satisfaction

Everyone who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's wishes, the higher the level of perceived satisfaction.

Job satisfaction is defined as an individual's general attitude towards his job (Devy Sofyanty, 2017), in this case are employees. Employees can judge how satisfied or dissatisfied they are with their work.

2.3 Empowerment

Empowerment is a value orientation for working in society and a theoretical model for understanding the process and consequences of efforts to exercise control and influence over decisions that affect aspects of one's life, organizational functioning, and the quality of community life. There are various different definitions of empowerment (empowerment) put forward by experts. According to Samiun et al., (2017) explained that empowerment is an effort to build community capacity, by encouraging, motivating, raising awareness of their potential and trying to develop that potential into real action.

2.4 Quality Of Work Life

Quality of work life is an effective program in improving working conditions and greater organizational effectiveness. Quality of work life also plays a role in monitoring employees about the quality of their work and the quality of their work life helps managers to get ideas for improvement in an organization. According to Dhyana & Adnyani (2018) Quality of work life is the level of satisfaction, motivation, involvement and experience of an individual's commitment to their life at work.

The model is graphically described as follows:

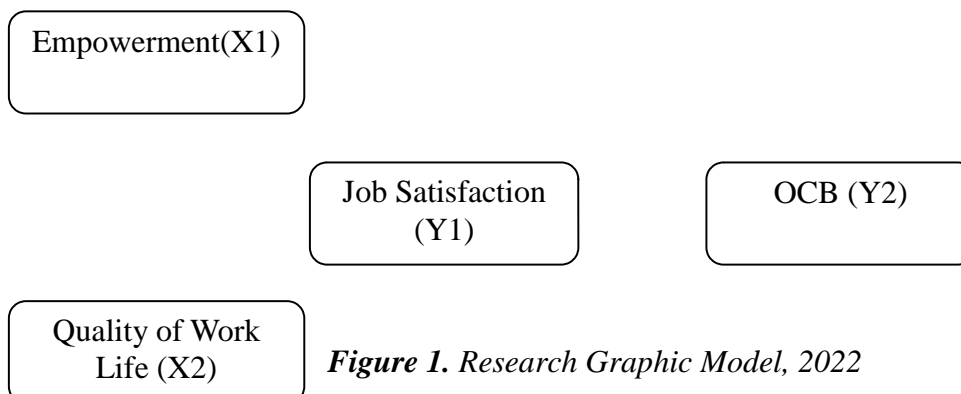


Figure 1. Research Graphic Model, 2022

From this model, it can be seen that OCB as the dependent variable which is influenced by factors such as empowerment and quality of work life is mediated by job satisfaction. There are also other factors that were not included in this study. This research is only limited to factors of Empowerment (X1), Quality of Work Life (X2), Job Satisfaction (Y1), and OCB (Y2). The formula used is:

$$Y1 = \beta_1 + \beta_1 X1 + \beta_2 X2 + e1$$

$$Y2 = \beta_2 + \beta_3 X1 + \beta_4 X2 + \beta_5 Y1 + e2$$

Information :

Y2= OCB

Y1= Job satisfaction

X1= Empowerment

X2= Quality of Work Life

= Constant

= Regression Coefficient

e1-2= Error

III. Research Method

3.1 Types of Research

This study uses a quantitative approach. As explained by (Sarwono, 2010) that research with a quantitative approach emphasizes the analysis of numerical data processed by statistical methods. The quantitative approach is carried out in order to test the hypothesis and rely on the conclusions of the results on the probability of a null rejection error. With this method, the significance of the relationship or influence between the variables studied will be obtained.

3.2 Population and Sample

In this study, the population is employees at Central Java Provincial Personnel Agency as many as 165 employees and a sample of 62 people.

3.3 Sources and Types of Data

The types and sources of data used in this study are primary data. Primary data, namely research data obtained directly from the original source (not through an intermediary source) and data collected specifically to answer research questions in accordance with the wishes of the researcher. Primary data in this study were obtained directly from the object of research.

3.4 Data Analysis Techniques

The analysis technique in this research is to use instrument test, multiple linear regression, model test, hypothesis test with SPSS version 25.0 program.

IV. Result and Discussion

4.1 Respondent Description

Respondents in this study were employees at Central Java Provincial Personnel Agency as many as 62 employees, while the data collected was then analyzed by instrument test, regression and Sobel test.

4.2 Instrument Test

a. Validity test

Validity test is used to measure the validity or invalidity of a questionnaire. The criteria used in testing the validity are:

1. Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) value > 0.50 , then the sample is sufficient
2. If the Factor Loading value > 0.4 (taking factor loading based on Hair et al with a minimum sample size of 62), then the indicators used in the variables are declared valid

The results of the analysis for testing the validity of each variable are as follows:

Table 1. Variable Validity Test in Research

No	Variable	KMO Value	Condition	Note:	Indicator	Load Factor Value	Condition	Note:
1	Empowerment	0.809	>0.5	Sufficient value of the sample is met	X1.1	0.908	0.4	Valid
					X1.2	0.898	0.4	Valid
					X1.3	0.907	0.4	Valid
					X1.4	0.737	0.4	Valid
					X1.5	0.803	0.4	Valid
					X1.6	0.812	0.4	Valid
					X1.7	0.803	0.4	Valid
					X1.8	0.805	0.4	Valid
2	Quality of Work Life	0.587	>5.0	Sufficient value of the sample is met	X2.1	0.759	0.4	Valid
					X2.2	0.745	0.4	Valid
					X2.3	0.771	0.4	Valid
					X2.4	0.763	0.4	Valid
					X2.5	0.839	0.4	Valid
					X2.6	0.643	0.4	Valid
					X2.7	0.729	0.4	Valid
					X2.8	0.831	0.4	Valid
					X2.9	0.661	0.4	Valid
					X2.10	0.665	0.4	Valid
3	Job satisfaction	0.776	>5.0	Sufficient value of the sample is met	Y1.1	0.786	0.4	Valid
					Y1.2	0.749	0.4	Valid
					Y1.3	0.722	0.4	Valid
					Y1.4	0.649	0.4	Valid
					Y1.5	0.765	0.4	Valid
					Y1.6	0.754	0.4	Valid
					Y1.7	0.635	0.4	Valid
					Y1.8	0.819	0.4	Valid
					Y1.9	0.785	0.4	Valid
					Y1.10	0.765	0.4	Valid
4	OCB	0.769	>5.0	Sufficient value of the sample is met	Y2.1	0.716	0.4	Valid
					Y2.2	0.706	0.4	Valid
					Y2.3	0.725	0.4	Valid
					Y2.4	0.685	0.4	Valid
					Y2.5	0.681	0.4	Valid
					Y2.6	0.722	0.4	Valid

No	Variable	KMO Value	Condition	Note:	Indicator	Load Factor Value	Condition	Note:
					Y2.7	0.663	0.4	Valid
					Y2.8	0.799	0.4	Valid
					Y2.9	0.785	0.4	Valid
					Y2.10	0.741	0.4	Valid

Source: Primary data processed in 2022

Based on the results of the validity test in table 1, it is explained that all the statement items in the questionnaire for each indicator of the variables studied meet the requirements of the measurements that have been determined, so it can be concluded that the indicator is valid and can be tested further.

b. Reliability Test

The reliability test was carried out with the Croanbach Alpha statistical test. A variable is said to be reliable if it gives a value of > 0.70. Based on the results of the analysis obtained the value of for each variable in the model as follows:

Table 2. Reliability Test

No	Variable	Alpha Cronbach	Standardized Value	Note:
1	Empowerment	0.937	0.600	Reliable
2	Quality of Work Life	0.907	0.600	Reliable
3	Job satisfaction	0.906	0.600	Reliable
4	OCB	0.896	0.600	Reliable

Source: Processed Primary Data, 2022

From the calculation of the reliability index of the instrument being tested, it can be interpreted that the value of obtained reaches 0.70 and above. So, it can be concluded that the responses given are reliable.

4.3 Multiple Linear Regression Analysis

This analysis is used to find the regression equation or the effect between Empowerment (X1), Quality of Work Life (X2), Job Satisfaction (Y1) and OCB (Y2). The outputs resulting from testing models I and II are as follows:

Table 3. Output Regression Models 1 and 2

Equation Model	Adjusted R2	F test test (.Sig)	t-test	
			Beta	Sig
Equation I	0.839	0.000		
Y1 = $\alpha_1 + \alpha_1 X_1 + \alpha_2 X_2 + e_1$				
Empowerment on job satisfaction				
(Hypothesis 1 accepted)			0.601	0.000
Quality of work life on job satisfaction				
(Hypothesis 2 is accepted)			0.337	0.009
Equation II	0.984	0.000		

Equation Model	Adjusted R2	F test test (.Sig)	t-test	
			Beta	Sig
Y2=□2+□3X1 +□4X2 +□5Y1 + e2				
Empowerment of OCB (Hypothesis 3 is rejected)			-0.081	0.09
Quality of work life on OCB (Hypothesis 4 is rejected)			0.007	0.863
Job satisfaction on Organizational citizenship behavior (Hypothesis 5 is accepted)			1.059	0.000

Source: Processed primary data, 2022

Based on the results of multiple linear regression analysis for the first model, the following regression equation is obtained:

$$\text{Model I: } Y1 = \square 1 + \square 1X1 + \square 2X2 + e1$$

From these equations it can be explained that:

In equation I, the result of the coefficient of determination (Adjusted R2) is 0.839. This implies that empowerment and quality of work life can contribute in explaining job satisfaction by 83.9%, while the remaining 16.1% was explained by other variables outside of this study.

$$\text{Model II: } Y2 = \square 2 + \square 3X1 + \square 4X2 + \square 5Y1 + e2$$

From the above equation, it can be explained that:

In equation II, the result of the coefficient of determination (Adjusted R2) is 0.984. This implies that empowerment and quality of work life and job satisfaction can contribute to explaining OCB by 98.4%, while the remaining 1.6% was explained by other variables outside this study.

4.4 F Uji test

Based on table 3 it can be seen that there is an equation I resulting in a Sig value of 0.000 < 0.05 this means that the variable empowerment and quality of work life have a simultaneous effect on job satisfaction.

In equation II, the Sig value is 0.000 < 0.05, this means that the variable empowerment and quality of work life and job satisfaction simultaneous effect on OCB.

4.5 Coefficient of Determination Test

Based on the results in table 3, the following results are known:

1. In equation I, the result of the coefficient of determination (Adjusted R2) is 0.839. This implies that empowerment and quality of work life can contribute in explaining job satisfaction by 83.9%, while the remaining 16.1% was explained by other variables outside of this study.
2. In equation II, the result of the coefficient of determination (Adjusted R2) is 0.984. This implies that empowerment and quality of work life and job satisfaction can contribute to explaining OCB by 98.4%, while the remaining 1.6% was explained by other variables outside this study.

4.6 Hypothesis Testing

The results of partial hypothesis testing of each variable are as a result of the equations in this study, including:

- 1) In the empowerment regression test on job satisfaction, the results of Sig. $0.000 < 0.05$ and a positive Beta coefficient of 0.601. The figure implies that empowerment positive and significant effect on job satisfaction, the better the empowerment carried out by the organization on job satisfaction, the job satisfaction will also increase. Based on these results, it can be stated that Hypothesis 1 is accepted.
- 2) In the regression test of the quality of work life on job satisfaction, the results of Sig. $0.09 < 0.05$ and a positive Beta coefficient of 0.116. The figure implies that quality of work life positive and significant effect on job satisfaction, the better the quality of work life of employees given to organization, then job satisfaction will also increase. Based on these results, it can be stated that Hypothesis 2 is accepted.
- 3) In the empowerment regression test for OCB, the results of Sig. $0.09 > 0.05$ and a negative Beta coefficient of -0.081. The figure implies that empowerment negative and insignificant effect on OCB, the better the empowerment carried out by the organization on OCB, the job satisfaction will also increase but not too significantly. Based on these results, it can be stated that Hypothesis 3 is rejected.
- 4) In the regression test of the quality of work life against OCB found the results of Sig. $0.863 < 0.05$ and a positive Beta coefficient of 0.007. The figure implies that quality of work life positive but not significant effect on OCB, the better the quality of work life of employees given to organization, then OCB does not necessarily increase. Based on these results, it can be stated that Hypothesis 4 is rejected.
- 5) In the job satisfaction regression test for OCB, the results of Sig. $0.000 < 0.05$ and a positive Beta coefficient of 1.059. The figure implies that job satisfaction positive and significant effect on OCB, the better the employee job satisfaction given to the organization, then OCB will also increase. Based on these results, it can be stated that Hypothesis 5 is accepted.

4.7 Discussion

a. Influence Empowerment on Job Satisfaction

Empowerment is one aspect of dealing with the community to understand the process and consequences of efforts to exercise control and influence over decisions that affect aspects of one's life, organizational functions, and the quality of community life. (Styawahyuni & Yuniari, 2014). In general, an employee in carrying out his work will feel his own level of satisfaction. Job satisfaction is an individual's level of satisfaction that they get commensurate rewards from various aspects of the work situation of the organization where they work. Job satisfaction itself can be said as the emotional level of an employee in viewing the work he does (Uttunggadewi & Indrawati, 2019)

The results of the analysis of the influence of empowerment on job satisfaction in equation I the resulting .Sig value of $0.000 < 0.05$ this means that the variable empowerment and quality of work life have a simultaneous effect on job satisfaction. In the empowerment regression test on job satisfaction, the results of Sig. $0.000 < 0.05$ and a positive Beta coefficient of 0.601. The figure implies that empowerment positive and significant effect on job satisfaction, the better the empowerment carried out by the organization on job satisfaction, the job satisfaction will also increase.

b. Effect of Quality of Work Life on Job Satisfaction

According to (Lumbantoruan, 2015) Quality of work life is the level of satisfaction, motivation, involvement and experience of an individual's commitment to their life at work. The employee's work life can be measured by the level of satisfaction of the employee in carrying out the tasks assigned to him. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. An employee can feel satisfaction in an activity he does, one of which is a job that provides its own aspect of satisfaction for the employee (Dhyana & Adnyani, 2018).

The results of the analysis of the effect of the quality of work life on job satisfaction in equation I the resulting .Sig value of $0.009 < 0.05$ this means that the variable empowerment and quality of work life have a simultaneous effect on job satisfaction. In the regression test of the quality of work life on job satisfaction, the results of Sig. $0.009 < 0.05$ and a positive Beta coefficient of 0.337. The figure implies that quality of work life positive and significant effect on job satisfaction, the better the quality of work life of employees given to organization, then job satisfaction will also increase.

c. Influence Empowerment of OCB

According to (Styawahyuni & Yuniari, 2014) explained that empowerment is an effort to build community capacity, by encouraging, motivating, raising awareness of their potential and trying to develop that potential into real action. Organizations can develop their employees by providing empowerment for these employees. *Organizational citizenship behavior* (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that are usually not seen or accounted for (Soetjipto, 2017). The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts.

The results of the analysis of the influence of empowerment on OCB in equation II the resulting .Sig value of $0.000 < 0.05$ this means that the variable empowerment and quality of work life and job satisfaction simultaneous effect on OCB. In the empowerment regression test for OCB, the results of Sig. $0.090 > 0.05$ and a negative Beta coefficient of -0.081. The figure implies that empowerment negative and insignificant effect on OCB, the more both the empowerment carried out by the organization on OCB, then job satisfaction will also increase but not too significantly.

d. Effect of Quality of Work Life on OCB

Quality of work life is an effective program in improving working conditions and greater organizational effectiveness. In addition, the quality of work life also plays a role in monitoring employees about the quality of their work and the quality of their work life helps managers to get ideas for improvement in an organization. Organizational citizenship behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. The explanation confirms that OCB is a global concept that contains all relevant positive behaviors from organizational members (Lumbantoruan, 2015).

The results of the analysis of the effect of the quality of work life on OCB in equation II the resulting .Sig value of $0.000 < 0.05$ this means that the variable empowerment and quality of work life and job satisfaction simultaneous effect on OCB. In the regression test of the quality of work life against OCB found the results of Sig. $0.863 > 0.05$ and a positive Beta coefficient of 0.007. The figure implies that quality of

work life positive but not significant effect on OCB, the better the quality of work life of employees given to organization, then OCB does not necessarily increase.

e. Influence Job Satisfaction with OCB

Job satisfaction is the emotional state of the employee, whether or not there is a meeting point between the remuneration value of the employee and the company or organization and the level of remuneration value that is desired by the employee concerned. The level of pleasure in carrying out work by an employee is said to be job satisfaction (Devy Sofyanty, 2017). With the level of job satisfaction felt by employees will have a good effect on the organization. *Organizational citizenship behavior* (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. Organizational citizenship behavior itself is a term used to identify the teacher's behavior so that he can be called a good member (Samion et al., 2017).

The results of the analysis of the effect of job satisfaction on OCB in equation II the resulting .Sig value of $0.000 < 0.05$ this means that the variable empowerment and quality of work life and job satisfaction simultaneous effect on OCB. In the job satisfaction regression test for OCB, the results of Sig. $0.000 < 0.05$ and a positive Beta coefficient of 1.059. The figure implies that job satisfaction positive and significant effect on OCB, the better the employee job satisfaction given to the organization, then OCB will also increase.

V. Conclusion

From the results of the discussion described above, it can bring up some conclusions as follows: the test results show that empowerment and quality of work life positive and significant effect on job satisfaction. The test results show that empowerment negative and insignificant effect on OCB, the test results show that quality of work life positive but not significant effect on OCB. The test results show that job satisfaction positive and significant effect on OCB.

From the results of the conclusions above, suggestions can be given to the Head of Central Java Provincial Personnel Agency to be able to improve aspects of empowerment and the quality of employee work life is even better to be able to increase employee job satisfaction, thereby helping to improve employee performance for the organization, to be able to contribute to employees in organizational decision making, revamping the work system and providing a comfortable work environment on the employee.

The limitations of this study are that the sample used is still small, there are still variables that have no effect, there are hypotheses that are still rejected.

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