

The Influence of Empowerment and Psychological Capital on Organizational Citizenship Behavior, Mediated by Job Satisfaction

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Abstract

This study investigates how employee empowerment and psychological capital in achieving employee satisfaction and their impact on the creation of voluntary behavior of employees, therefore the purpose of this study is to build an empirical model of organizational citizenship behavior (OCB) of employees through job satisfaction based on the model. psychology and empowerment. This type of research is explanatory or research that describes the effect of empowerment and psychological models on OCB with job satisfaction as a mediating variable. The data collection method used in general is the distribution of questionnaires to the sample used. The results showed that empowerment and psychological capital had a positive and significant effect on job satisfaction, psychological capital had no effect on organizational citizenship behavior, empowerment and job satisfaction had a positive and significant effect on organizational citizenship behavior.

Keywords

empowerment; psychological capital; job satisfaction; organizational citizenship behavior



I. Introduction

Human resources play a very vital role in determining the success of an organization in achieving its goals, to find out how far the existence of the role and contribution of human resources in achieving organizational success, of course performance measurement is needed, (Abdullah, 2017). Along with the times that affect various aspects of life, both technology, organization, and human resources, it is necessary to increase effectiveness and efficiency if an organization wants to survive in the midst of existing competition. Improving the quality of human resources is something that deserves attention because human factors play a very important role in achieving organizational goals. Good HR management is a must if the organization wants to grow. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Efforts to determine the success of an organization must be able to use the performance of qualified employees. Organizations must be able to create high employee performance to be able to maintain survival and achieve sustainable competitive advantage. Organizational citizenship behavior (OCB) is said to be an activity of an individual that can be known to maximize organizational function (Nguni et al., 2006).

Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of a team or work group and ultimately affects the performance of the organization as a whole.

Increasing organizational citizenship behavior can be influenced by several factors such as empowerment, psychological models and employee job satisfaction. Empowerment can affect the level of organizational citizenship behavior in organizations. Empowerment is etymologically derived from the word power which means the ability to do something or the ability to act. There are various different definitions of empowerment (empowerment) put forward by experts. According to Srinadi & Netra (2014), 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.

Another factor that can influence organizational citizenship behavior is psychological capital. According to Walgito (2010) psychology is the science of individual behavior or activities. The behavior or activities in a broad sense, namely visible behavior or invisible behavior, as well as these activities in addition to motor activities also include emotional activities. Psychological dynamics is explained by some experts as the relationship between various psychological aspects in explaining a particular phenomenon or context. Ramadani (2021) uses the term psychological dynamics to further explain the relationship between objective procedures and fairness judgments.

Based on research that has been done by Sofyanty (2017), Psychology has a positive and significant effect on organizational citizenship behavior, but research conducted by Hidayat & Lukito (2021) not in line, in his research stated that Psychological has a negative and insignificant sign on organizational citizenship behavior.

Another factor that can influence organizational citizenship behavior is job satisfaction. Wiliandari (2015) provide a definition of job satisfaction, namely as the general attitude of individuals towards their work in this case are employees. 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 (Martoyo, 2000).

Job satisfaction is a favorable or unfavorable emotional state of employees in viewing their work (Hehahia, 2017). Sofyanty (2017) provides an explanation in his research that job satisfaction has a positive and significant effect on organizational citizenship behavior. In line with this research, Hidayat & Lukito (2021) in his research also states that job satisfaction has a significant effect on organizational citizenship behavior.

Human resource management is also very necessary in a government agency including the Semarang City Civil Service Police Unit. The Semarang City Civil Service Police Unit as one of the Semarang City Government agencies has the task of assisting the Mayor in carrying out government affairs in the field of Peace and public order as well as community protection which is the regional authority and assistance tasks assigned to the regions.

The Civil Service Police Unit is an agency that does a lot of work outside or in the field. With the Covid-19 Pandemic conditions like this, members of the Semarang City Civil Service Police Unit are required to always be ready to provide security and comfort for the people of Semarang City, for that we need an empowerment and psychological capital from the resources themselves so that job satisfaction will be realized which will have an impact. on Organizational citizenship behavior (OCB).

The amount of outside work is an indication of member discipline if there is a lack of empowerment and psychological capital from its own members. The following are some of the problems that often occur in members of the Semarang City Civil Service Police Unit.

Table 1. Results of Discipline Evaluation of Semarang City Satpol PP Employees

| Disciplinary Criteria | Discipline of Semarang City Satpol PP Employees |
|---|--|
| Not Following Apple | 23.2% |
| Come too late | 37.9% |
| Home Before Time | 32.5% |
| Leave Without Information During Business Hours | 45.3% |
| Not Entering Work Without Information | 27.4% |

Source: Secondary Data, 2021

The results of the table above show that the level of work discipline in 2020 is not optimal, even for indicators of arriving late and leaving without explanation when working hours reach $\pm 35\%$. Through the results of an interview with an employee of the Semarang City Satpol PP, he stated that there were at least some disciplinary violations. This condition has a relationship with organizational citizenship behavior at the Semarang City Satpol PP

These results prove that an employee must be able to provide assistance to his co-workers to be able to complete the work given by the organization, besides that the organization must also provide more expectations to be able to improve organizational performance. In addition, to explain the results of organizational citizenship behavior, researchers can also explain research gaps or differences in research results from previous studies which can be seen in the table below, namely:

Table 2. Research GapStudy

| Connection | Researcher | Influence |
|--|------------------------------|---|
| Empowerment of organizational citizenship behavior | (Srinadi & Netra, 2014) | Empowerment has a positive and significant effect on employee job satisfaction |
| | (Tekaheghesang et al., 2016) | Empowerment is negative and not significant on organizational citizenship behavior |
| Psychological Capital on organizational citizenship behavior | (Sofyanty, 2017) | Psychology has a positive and significant effect on organizational citizenship behavior |
| | (Hidayat & Lukito, 2021) | Psychological is negative and not significant on organizational citizenship behavior |

Source: Secondary Data, 2021

From the research gap table above, it can be seen that there are still some inconsistent studies regarding the results of the research and the actual results of some studies are still unknown. It is also known that organizational citizenship behavior can be influenced by several existing factors

The problem in this research is, Voluntary Behavior (OCB) Can Be Formed from Job Satisfaction Based on Empowerment and Psychological Capital of Employees, with the object of Satpol PP Employees. Next, the research question is How does empowerment, psychological capital affect job satisfaction? How is the influence of empowerment and psychological capital on organizational citizenship behavior? How does job satisfaction affect organizational citizenship behavior? This study investigates how empowerment and psychological capital in achieving employee satisfaction and their impact on the creation of voluntary behavior of employees.

II. Review of Literature

2.1 Organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) is said to be an activity of an individual that can be known to maximize the function of the organization. Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of a team or work group and ultimately affects the performance of the organization as a whole (Dewi et al., 2021; Hidayat & Lukito, 2021).

Organizational citizenship behavior is said to be formed from various factors and indicators that form it, based on the statement of Organs et al., (2006), that the indicators of organizational citizenship behavior include:

1. *Altruism*
2. *civic virtue*
3. *Conscientiousnes*
4. *Courtesy*
5. *Sportsmanship*

2.2 Job Satisfaction

Job satisfaction is the result of various attitudes related to work and specific factors such as wages, supervision, job stability, job security, opportunities for advancement, fair job evaluation, social relations at work, and superior treatment, (Kosar, 2017). According to Hasibuan (2012), job satisfaction is functioned to increase employee morale, increase productivity, reduce absenteeism, increase employee loyalty and keep employees working in a company.

An absolute measure of job satisfaction is difficult to find because each individual employee has a different standard of satisfaction. The indicators of job satisfaction according to Hasibuan (2012) among others :

1. Faithfulness
2. Ability
3. Honesty
4. Creativity
5. Leadership
6. Salary Level
7. Indirect compensation
8. Work environment

2.3 Empowerment

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 them, (Al-Ababneh et al., 2017).

Wrihatnolo and Dwidjowijoto also stated that there are 4 (four) indicators in measuring empowerment. The four indicators are as follows (Gunawan et al., 2018):

1. Access, i.e. empowered targets ultimately have access to the resources they need to develop themselves;
2. Participation, namely empowered targets can ultimately participate in utilizing the resources they have access to;
3. Control, namely the empowered target ultimately has the ability to control the process of utilizing the resources;
4. Equality, namely at a certain level when there is a conflict, the target has the same position as the others in terms of problem solving.

2.4 Psychological Capital

Psychological capital is a state of positive individual development which is characterized by having confidence (self-efficacy), making positive attributions (optimism), directing goals (hope), and persisting (resiliency) in achieving success, (Luthans, 2005). According to Walgito, (2010) psychology is the science of individual behavior or activities. These behaviors or activities in a broad sense, namely visible behavior or invisible behavior, as well as these activities in addition to motor activities also include emotional activities.

According to Walgito (2010) there are 6 (six) indicators in psychological capital, namely:

1. Accepting yourself
2. Positive Relationships with Others
3. Autonomy
4. Environmental Mastery
5. Purpose of life
6. Personal Growth

2.5 Research Model

The model is graphically described as follows:

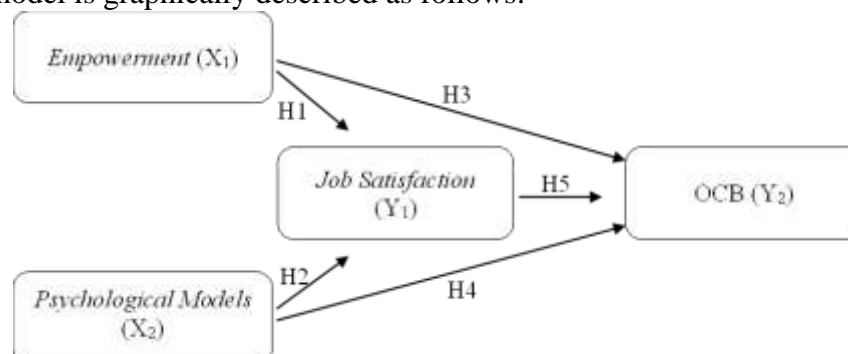


Figure 1. Research Graphic Model, 2022

Figure 1 describes the graphic model of the research in this study, H1 is for the first hypothesis, namely the direct effect of Empowerment on Job Satisfaction. H2 is for the second hypothesis, namely the direct influence of Psychological Models on Job Satisfaction.

Next is H3 which is a graphical model for the third hypothesis regarding the direct influence of Empowerment on OCB, for H4 is a graphical model for the fourth hypothesis regarding the direct influence of Psychological Models on OCB. Then H5 is a graphical model of the fifth hypothesis, which is about the direct effect of Job Satisfaction on OCB.

As for the mathematical model in this study using 2 models, namely

$$\text{Model I : } Y1 = \alpha_1 + \beta_1 X1 + \beta_2 X2 + e1$$

$$\text{Model II : } Y2 = \alpha_2 + \beta_3 X1 + \beta_4 X2 + \beta_5 Y1 + e2$$

Information :

Y2:OCB

Y1 :*Job Satisfaction*

X1 :*Empowerment*

X2 :*Psychological Models*

a : Constant

b1-5: Regression Coefficient

e1-2: error

III. Research Method

3.1 Types of Research

This type of research is explanatory or research that describes the effect of empowerment and psychological models on OCB with job satisfaction as a mediating variable. So, in this study, it does not use the treatment of research variables but examines the facts that have occurred and have been carried out by the research subject.

3.2 Population and Sample

In this study, the population was 229 employees at the Semarang City Satpol PP. Due to the limitations of the researcher, a sample of 70 respondents was taken.

3.3 Sources and Types of Data

The source of data in the study is the subject from which the data can be obtained. In this study the authors used two data sources (Sugiyono, 2018), namely:

1. Primary data sources, primary data sources in this study are obtained directly from the object of research.
2. Secondary data sources, in this study documentation and questionnaires are secondary data sources.

3.4 Data Analysis Techniques

The analysis technique in this research is to use instrument test, multiple linear regression, model test, hypothesis test and coefficient of determination with SPSS version 22.0 program.

IV. Result and Discussion

4.1 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, JF, Black, WC, Babin, BJ and Anderson, (2010) with a minimum sample size of 100), 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 3. Variable Validity Test in Research

| N o | Variable | KMO Value | Condi tion | Note: | Indicat or | Load Factor Value | Condi tion | Note : |
|--------|-------------------------------------|--------------|---------------|---------------------------------------|---------------|-------------------------|---------------|-----------|
| 1 | Empowerment | 0.786 | >5.0 | Sufficient value of the sample is met | X1.1 | 0.734 | 0.4 | Valid |
| | | | | | X1.2 | 0.876 | 0.4 | Valid |
| | | | | | X1.3 | 0.660 | 0.4 | Valid |
| | | | | | X1.4 | 0.726 | 0.4 | Valid |
| | | | | | X1.5 | 0.883 | 0.4 | Valid |
| | | | | | X1.6 | 0.874 | 0.4 | Valid |
| | | | | | X1.7 | 0.824 | 0.4 | Valid |
| | | | | | X1.8 | 0.510 | 0.4 | Valid |
| 2 | Psychological Capital | 0.884 | >5.0 | Sufficient value of the sample is met | X2.1 | 0.904 | 0.4 | Valid |
| | | | | | X2.2 | 0.888 | 0.4 | Valid |
| | | | | | X2.3 | 0.942 | 0.4 | Valid |
| | | | | | X2.4 | 0.682 | 0.4 | Valid |
| | | | | | X2.5 | 0.485 | 0.4 | Valid |
| | | | | | X2.6 | 0.945 | 0.4 | Valid |
| | | | | | X2.7 | 0.699 | 0.4 | Valid |
| | | | | | X2.8 | 0.941 | 0.4 | Valid |
| | | | | | X2.9 | 0.946 | 0.4 | Valid |
| | | | | | X2.10 | 0.895 | 0.4 | Valid |
| 3 | Job satisfaction | 0.895 | >5.0 | Sufficient value of the sample is met | Y1.1 | 0.894 | 0.4 | Valid |
| | | | | | Y1.2 | 0.783 | 0.4 | Valid |
| | | | | | Y1.3 | 0.833 | 0.4 | Valid |
| | | | | | Y1.4 | 0.922 | 0.4 | Valid |
| | | | | | Y1.5 | 0.567 | 0.4 | Valid |
| | | | | | Y1.6 | 0.773 | 0.4 | Valid |
| | | | | | Y1.7 | 0.814 | 0.4 | Valid |
| | | | | | Y1.8 | 0.924 | 0.4 | Valid |
| | | | | | Y1.9 | 0.912 | 0.4 | Valid |
| | | | | | Y1.10 | 0.821 | 0.4 | Valid |
| 4 | Organizational citizenship behavior | 0.746 | >5.0 | Sufficient value of the sample is met | Y2.1 | 0.730 | 0.4 | Valid |
| | | | | | Y2.2 | 0.919 | 0.4 | Valid |
| | | | | | Y2.3 | 0.708 | 0.4 | Valid |
| | | | | | Y2.4 | 0.909 | 0.4 | Valid |
| | | | | | Y2.5 | 0.722 | 0.4 | Valid |
| | | | | | Y2.6 | 0.907 | 0.4 | Valid |
| | | | | | Y2.7 | 0.678 | 0.4 | Valid |
| | | | | | Y2.8 | 0.933 | 0.4 | Valid |
| | | | | | Y2.9 | 0.667 | 0.4 | Valid |
| | | | | | Y2.10 | 0.664 | 0.4 | Valid |

Source: Primary data processed in 2022

Based on the results of the validity test in table 3, 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 > 0.60 . Based on the results of the analysis obtained the value of for each variable in the model as follows:

Table 4. Reliability Test

| No | Variable | Alpha Cronbach | Standardize d Value | Note: |
|----|--|----------------|---------------------|----------|
| 1 | Empowerment | 0.893 | 0.600 | Reliable |
| 2 | Psychological Capital | 0.935 | 0.600 | Reliable |
| 3 | Job satisfaction | 0.946 | 0.600 | Reliable |
| 4 | <i>Organizational citizenship behavior</i> | 0.932 | 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 0.60 and above. So it can be concluded that the results of the reliability test on all variables are reliable.

4.2 Multiple Linear Regression Analysis

This analysis is used to find the regression equation or the influence between empowerment (X1), psychological capital (X2), job satisfaction (Y1) and organizational citizenship behavior (Y2).

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

Table 5. Multiple Linear Regression Test Results

| Equation Model | Adjusted R ² | F Uji test (.Sig) | t test | |
|---|-------------------------|-------------------|--------|-------|
| | | | Beta | Sig |
| Equation I $Y = \beta_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$ | 0.945 | 0.001 | | |
| Empowerment on job satisfaction (Hypothesis 1 accepted) | | | 0.300 | 0.001 |
| Psychological capital on job satisfaction (Hypothesis 2 is accepted) | | | 0.700 | 0.001 |
| Equation II $Y = \beta_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$ | 0.954 | 0.001 | | |
| Empowerment of Organizational citizenship behavior (Hypothesis 3 accepted) | | | 0.691 | 0.001 |
| Psychological capital on Organizational | | | -0.602 | 0.001 |

| Equation Model | Adjusted R ² | F Uji test (.Sig) | t test | |
|--|-------------------------|----------------------|--------|-------|
| | | | Beta | Sig |
| citizenship behavior (Hypothesis 4 is rejected) | | | 0.870 | 0.001 |
| Job satisfaction on Organizational citizenship behavior (Hypothesis 5 is accepted) | | | | |

Source: Processed primary data, 2022

4.3 F test

Based on the results of the F test presented in the table above, the following results can be seen:

1. The results of the first equation analysis resulted in a. Sig value of 0.001 < 0.05, this means that the empowerment and psychological capital variables have a simultaneous effect on job satisfaction.
2. The results of the second equation analysis resulted in a. Sig value of 0.001 < 0.05, this means that the variables of empowerment, psychological capital and job satisfaction have a simultaneous effect on organizational citizenship behavior.

4.4 Coefficient of Determination Test

The results of the analysis of equation I obtained the Coefficient of Determination (Adjusted R Square) of 0.945. This means that empowerment and psychological capital are able to contribute in explaining job satisfaction by 94.5%, while the remaining 5.5% is explained by other variables outside this study.

The results of the analysis of equation II obtained the results of the coefficient of determination (Adjusted R Square) of 0.954. This means that empowerment, psychological capital and job satisfaction are able to contribute in explaining organizational citizenship behavior by 95.4%, while the remaining 4.6% is explained by other variables outside this study.

4.5 Hypothesis testing

The results of partial hypothesis testing for each variable are as follows:

a. Effect of Empowerment (X1) on Job Satisfaction (Y1)

The results of the empowerment regression test on job satisfaction found the results of Sig. 0.001 > 0.05 and a negative Beta coefficient of 0.300. This figure implies that empowerment has an influence on job satisfaction, the better the empowerment carried out by the organization, the job satisfaction also increases. Based on these results, it can be stated that Hypothesis 1 is accepted.

b. Effect of Psychological Capital (X2) on Job Satisfaction (Y1)

The results of psychological capital regression testing on job satisfaction found the results of Sig. 0.001 < 0.05 and a positive Beta coefficient of 0.700. This figure implies that psychological capital has a positive and significant effect on job satisfaction, the better the psychological capital of employees given to the organization, the job satisfaction will also increase. Based on these results, it can be stated that Hypothesis 2 is accepted

c. Effect of Empowerment (X1) on Organizational citizenship behavior (Y2)

The results of the empowerment regression test on organizational citizenship behavior found the results of Sig. 0.001 < 0.05 and a positive Beta coefficient of 0.691.

This figure implies that empowerment has a positive and significant effect on organizational citizenship behavior, the better the empowerment carried out by the organization, the organizational citizenship behavior will also increase. Based on these results, it can be stated that Hypothesis 3 is accepted.

d. Effect of Psychological Capital (X2) on Organizational citizenship behavior (Y2)

The results of psychological modal regression testing on organizational citizenship behavior found the results of Sig. $0.001 < 0.05$ and a negative Beta coefficient of -0.602. This figure implies that capital has a negative and significant effect on organizational citizenship behavior, the less good employee psychological capital is given to the organization, then organizational citizenship behavior does not increase. Based on these results, it can be stated that Hypothesis 4 is not accepted.

e. Effect of Job Satisfaction (Y1) on Organizational citizenship behavior (Y2)

The results of the regression test of job satisfaction on organizational citizenship behavior found the results of Sig. $0.001 < 0.05$ and a positive Beta coefficient of 0.870. This figure implies that job satisfaction has a positive and significant effect on organizational citizenship behavior, the better employee job satisfaction is given to the organization, then organizational citizenship behavior will also increase. Based on these results, it can be stated that Hypothesis 5 is accepted.

4.6 Discussion

a. Effect of Empowerment (X1) on Job Satisfaction (Y1)

The results of the analysis of the influence of empowerment on job satisfaction have been known based on the results of the analysis of equation I, the value of Sig is $0.000 < 0.05$, this means that the empowerment variable and psychological capital have a simultaneous effect on job satisfaction. In addition, the results of the empowerment regression test on job satisfaction found the results of Sig. $0.001 > 0.05$ and a negative Beta coefficient of 0.300. This figure implies that empowerment has an influence on job satisfaction, the better the empowerment carried out by the organization, the job satisfaction also increases

Dotulong (2019) defines empowerment as an effort to give courage and opportunity to individuals to take personal responsibility to improve and contribute to organizational goals. Employees of an organization can provide a high level of job satisfaction with the help of the organization through employee empowerment; therefore employee empowerment can affect job satisfaction. Job satisfaction is the level of pleasure felt by a person for his role or work in the organization. Job satisfaction is the degree to which individuals are satisfied that they can be compensated in accordance with various aspects of the work situation of the organization where they work, (Martoyo, 2000).

b. Effect of Psychological Capital (X2) on Job Satisfaction (Y1)

The results of the analysis of the influence of psychological capital on job satisfaction have been known based on the results of the analysis of equation I, the value of .Sig is $0.000 < 0.05$, this means that the empowerment and psychological capital variables have a simultaneous effect on job satisfaction. In addition, the results of psychological capital regression testing on job satisfaction found the results of Sig. $0.001 < 0.05$ and a positive Beta coefficient of 0.700. This figure implies that psychological capital has a positive and significant effect on job satisfaction, the better the psychological capital of employees given to the organization, the job satisfaction will also increase.

According to Walgito (2010) psychology is the science of individual behavior or activities. The behavior or activities in a broad sense, namely visible behavior or invisible behavior, as well as these activities in addition to motor activities also include emotional activities. The psychological level of the employee will affect the job satisfaction of the employee indirectly. Job satisfaction is defined as an individual's general attitude towards his job (Prasetio et al., 2015), in this case are employees. Employees can judge how satisfied or dissatisfied they are with their work.

c. Effect of Empowerment (X1) on Organizational citizenship behavior (Y2)

The results of the analysis of the influence of empowerment on organizational citizenship behavior have been known that based on the results of the second equation analysis, the. Sig value of $0.000 < 0.05$ means that the variables of empowerment, psychological capital and job satisfaction have a simultaneous effect on organizational citizenship behavior. In addition, the results of the empowerment regression test on organizational citizenship behavior found the results of Sig. $0.001 < 0.05$ and a positive Beta coefficient of 0.691. This figure implies that empowerment has a positive and significant effect on organizational citizenship behavior, the better the empowerment carried out by the organization, the organizational citizenship behavior will also increase. The easier it is for employees to fulfill their needs or desires because there are various products available, the more employees tend to make repeat purchases in the future. The results of this study are in line with the results of research that has been done Latuihamallo (2010) which justifies if personality affects a person's career plateau.

Nursanti & Anissa (2014) argues that what is meant by empowerment is to free someone from rigid control, and give people the freedom to be responsible for their ideas, decisions and actions. Empowerment directly to employees will have a direct impact on the condition of the organization. Organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which in aggregate is able to increase the effectiveness of organizational functions, (Organ et al., 2006).

d. Effect of Psychological Capital (X2) on Organizational citizenship behavior (Y2)

The results of the analysis of the analysis of the influence of psychological capital on organizational citizenship behavior have been known based on the results of the analysis of equation II resulting in a. Sig value of $0.000 < 0.05$, this means that the variables of empowerment, psychological capital and job satisfaction have a simultaneous effect on organizational citizenship behavior. In addition, the results of psychological modal regression testing on organizational citizenship behavior found the results of Sig. $0.001 < 0.05$ and a negative Beta coefficient of -0.602. This figure implies that capital has a negative and significant effect on organizational citizenship behavior, the less good employee psychological capital is given to the organization, then organizational citizenship behavior does not increase.

Walgito (2010) explained that psychological dynamics is a force that occurs in humans that affects their mental or psychic to experience developments and changes in their daily behavior both in their thoughts, feelings and actions. Employee psychology will indirectly affect the organization as a whole. Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of a team or work group and ultimately affects the performance of the organization as a whole.

e. Effect of Job Satisfaction (Y1) on Organizational Citizenship Behavior (Y2)

The results of the analysis of the effect of job satisfaction on organizational citizenship behavior have been known based on the results of the second equation analysis resulting in a .Sig value of $0.000 < 0.05$, this means that the variables of empowerment, psychological capital and job satisfaction have a simultaneous effect on organizational citizenship behavior. In addition, the results of the regression test of job satisfaction on organizational citizenship behavior found the results of Sig. $0.001 < 0.05$ and a positive Beta coefficient of 0.870. This figure implies that job satisfaction has a positive and significant effect on organizational citizenship behavior, the better employee job satisfaction is given to the organization, then organizational citizenship behavior will also increase.

According to Al-Ababneh et al., (2017) explained that job satisfaction is the result of various attitudes related to work and specific factors such as wages, supervision, job stability, job security, opportunities for advancement, fair job evaluation, social relations at work, and treatment by superiors. Job satisfaction from employees can affect the organizational system, so it will be able to affect the organization. Good performance requires behavior according to the teacher expected by the organization. The behavior that is demanded by organizations today is not only in-role behavior, but also extra-role behavior. This extra-role behavior is also known as Organizational citizenship behavior (OCB).

V. Conclusion

From the results of the discussion described above, it can be concluded that empowerment has an influence on job satisfaction, the better the empowerment carried out by the organization, the job satisfaction also increases. Furthermore, the better the psychological capital of employees given to the organization, the job satisfaction will also increase, then the better the empowerment carried out by the organization, the organizational citizenship behavior will also increase. The worse the psychological capital of employees given to the organization; the organizational citizenship behavior does not increase. The better the employee job satisfaction given to the organization; the organizational citizenship behavior will also increase.

The suggestions that can be given to the Semarang City Satpol PP are increasing the aspect of job satisfaction through empowerment, it can increase the psychological capital aspect of employees even better to be able to increase employee job satisfaction, so it will help improve employee performance for the Semarang City Satpol PP. Can contribute to employees in improving the work system and provide a comfortable work environment for employees.

The limitation of this study is the existence of variables that have a negative influence, the sample used is still limited.

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