

The Influence of Organizational Citizenship Behavior and Quality of Work Life on Employee Performance

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Abstract

Organizations generally believe that excellence must be maintained in order to increase performance, because performance basically affects employee performance as a whole. Therefore, to pursue and improve performance, Organizational Citizenship Behavior and Quality of Work Life are needed. This research examines how much influence Organizational Citizenship Behavior and Quality of Work Life have on employee performance. This research aims to find out and obtain data related to the influence of organizational citizenship behavior and quality of work life on employee performance, where this data will be used as material in preparing a thesis. The method used in this research is descriptive and verification methods. The research population consisted of 56 employees, and the sampling technique used in this research was non-probability sampling. Data collection techniques use interviews, observation, questionnaires and documentation. Data analysis in this study used multiple linear regression analysis. Through the results of data processing, a prediction model for the variables organizational citizenship behavior and quality of work life on employee performance can be formed as follows = $7.482 + 0.197X_1 + 0.410X_2$. The results of data processing show that the R² value is 0.547 or 54.7%, this illustrates that the contribution of organizational citizenship behavior and quality of work life to the increase or decrease in employee performance is 45.3% and the remaining 0.453 or 45.3% is the contribution of other variables not included in the model proposed in the research. Organizational citizenship behavior and quality of work life together have a positive and significant effect on organizational citizenship behavior on employee performance at Surya Toserba Kadipaten, Majalengka Regency. Keywords: Organizational citizenship behavior, quality of work life, employee performance.

Keywords

Organization; Work Life; Employee Performance

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1. INTRODUCTION

Based on observations made by the author, in an effort to create employee performance at Surya Toserba Kadipaten, Majalengka Regency, it was seen and identified that there were still various problems and various obstacles being faced. These obstacles include, every process of carrying out tasks



assigned to employees is still experiencing delays because the facilities provided are inadequate and the level of employee discipline is still lacking. Miss Communication between employees and superiors is not yet optimal. The author analyzes that these obstacles are influenced by organizational citizenship behavior and quality of work life which is not yet optimal so that the duties and responsibilities of employees cannot be completed properly in accordance with the procedures, plans and time targets specified.

According to Denis. W. Organ in Titisari (2014:66) states that Organizational Citizenship Behavior (OCB) is individual behavior that is free (discretionary), which does not directly and explicitly receive rewards from the formal reward system, and which overall encourages the effectiveness of functions. organization (Hasibuan. Malayu. (2011)).

Based on the definition of Organizational Citizenship Behavior (OCB) put forward by the experts above, it can be concluded that behavior that is consciously and voluntarily carried out outside the formal job description and if it is not carried out will not receive sanctions, and OCB is one of the supporting factors in improving employee performance. for the company.

According to Organ in Tambe and Shanker (2014:67), what is stated is altruism, civic virtue, conscientiousness, courtesy, and sportsmanship; Quality of Work Life

According to Porkani, et al. (2011:688); "A person's performance. Quality of Work Life (QWL) can be defined as company strategy, processes and the creation of an environment that stimulates employee satisfaction." Porkiani, et al. (2011: 691), which states are job security, justice and equality, received salary and allowances (received material salary and benefits), increased skills and opportunities (skills improvement field and opportunity), and employee participation in decision making (employees participation in decision making).

According to Robbins (2012: 187) "Performance is defined as a function of the interaction between ability and motivation so that performance = F (A × M). If anything is inadequate, that performance will be negatively affected."

According to Robbins, (2012:155), what is stated is the quantity of work results, the quality of work results, and timeliness (Judge, T. A. (2012). Based on the background stated above, the author is interested in conducting further research to prepare a research design entitled The Influence of Organizational Citizenship Behavior and Quality of Work Life on Employee Performance at Surya Toserba Kadipaten, Majalengka Regency.

2. METHODS

The research method used in this research is a descriptive quantitative research method. The population in this research is all employees at Surya Toserba Kadipaten, Majalengka Regency, totaling

130 employees. In this research, the sampling technique used was simple random sampling technique, which was used in this research with a total of 56 employees. In this study the author used data collection techniques by means of questionnaires, with the consideration that it was felt that questionnaires would be more efficient to carry out and the author knew exactly the variables to be measured and knew what to expect from respondents. Data analysis techniques used in this research namely quantitative techniques, namely to test the influence of the independent variable and the dependent variable.

3. FINDINGS AND DISCUSSION

Research result

Validity test

Table 1 Summary of Validity Test Results for Organizational Citizenship Behavior Variables

Item No	r count	r table	Information
1	0.566	0.2632	Valid
2	0.707	0.2632	Valid
3	0.564	0.2632	Valid
4	0.469	0.2632	Valid
5	0.634	0.2632	Valid
6	0.743	0.2632	Valid
7	0.577	0.2632	Valid
8	0.696	0.2632	Valid
9	0.563	0.2632	Valid
10	0.493	0.2632	Valid
11	0.556	0.2632	Valid
12	0.706	0.2632	Valid
13	0.532	0.2632	Valid

Source : Primary Data Processing, 2022

Based on table 1, it can be seen that the calculated $r > r$ table (0.2632) based on the significance test (0.05) means that the items from the variable (X1) above are valid.

Table 2 Summary of Validity Test Results for Quality of Work Life Variables

Item No	r count	r table	Information
1	0.525	0.2632	Valid
2	0.651	0.2632	Valid
3	0.410	0.2632	Valid
4	0.323	0.2632	Valid
5	0.478	0.2632	Valid
6	0.495	0.2632	Valid

7	0.462	0.2632	Valid
8	0.601	0.2632	Valid
9	0.614	0.2632	Valid
10	0.382	0.2632	Valid
11	0.591	0.2632	Valid
12	0.548	0.2632	Valid
13	0.560	0.2632	Valid
14	0.410	0.2632	Valid

Source :Primary Data Processing, 2022

Based on table 2, it can be seen that the calculated $r > r$ table (0.2632) based on the significance test (0.05) means that the items from the variable (X2) above are valid.

Table 3 Summary of Validity Test Results for Employee Performance Variables

Item No	r count	r table	Information
1	0.712	0.2632	Valid
2	0.589	0.2632	Valid
3	0.461	0.2632	Valid
4	0.553	0.2632	Valid

Source :Primary Data Processing, 2022

Based on table 2, it can be seen that the calculated $r > r$ table (0.2632) based on the significance test (0.05) means that the items from the variable (Y) above are valid.

Reliability Test

Table 3 Summary of Reliability Test Results

No	Variable	Reliability Value	Information
1	<i>Organizational Citizenship Behavior</i>	0.849	Reliable
2	<i>Quality of Work Life</i>	0.819	Reliable
3	Employee performance	0.720	Reliable

Source: Primary Data Processed 2022

From Table 3, it is known that the alpha value for the Organizational Citizenship Behavior variable is 0.849, the Quality of Work\Life variable is 0.819 and Employee Performance is 0.720. The three variable values above are greater than the critical point, namely 0.60. This means that the questionnaire items used can be said to be reliable or trustworthy as a data collection tool in research.

Descriptive Analysis

Table 4 Results of Actual Score Percentage of Respondents' Responses to Human Resource Development

No	Variabl e	Actu al Score	Idea l Scor e	%Actu al Score	Criteria
1	<i>Organizational Citizenship Behavior</i>	3007	3640	82.61	Good
2	<i>Quality Of Work Life</i>	3173	3920	80.94	Good
3	Employee performance	2298	2800	82.07	Good

Source: Primary Data Processed 2022

Normality test

Based on the SPSS calculation results of the Kolmogorov-Smirnov normality test, it is known that the significance value of the Organizational Citizenship Behavior variable is 0.180, the Quality of Work Life variable is 0.200 and the employee performance variable is 0.200. This means that the significance value of both variables is greater than 0.05, namely. So it can be concluded that the data from the three variables is normally distributed.

Simple Linear Regression Test

Based on the SPSS calculation results of a simple linear regression test, the regression coefficient value was positive, so it can be said that Organizational Citizenship Behavior (X1) Quality of Work Life (X2) has a positive effect on employee performance (Y). So the regression equation is

$$Y = 21,121 X1 + 12,899 X2$$

This means that if X is zero, then variable Y will be constant at 21.121 X1 and 12.899

Multiple Linear Regression Test

Based on the SPSS calculation results of the multiple linear regression test, it can be seen that the variables organizational citizenship behavior (X1) and quality of work life (X2) on employee performance (Y) are

$$Y = 7.482 + 0.197X1 + 0.410X2$$

Coefficient of Determination (R2 Test)

Based on the SPSS coefficient of determination calculation results, it is known that the R square value is 0.547. This value means that organizational citizenship behavior (X1) and quality of work life (X2) on employee performance (Y) is 0.547% while the remaining 0.453% is influenced by other variables. That were not examined in this research such as compensation/salary, work motivation, leadership and others.

One Sample T Test

1. T-test one sample organizational citizenship behavior (X1)

Based on the SPSS calculation results for the one sample test, the calculated t is 69.627 while the t table is 1.67412, therefore the one way test is in the H_0 rejection area. So the hypothesis which states that organizational citizenship behavior at Surya Toserba Kadipaten, Majalengka Regency has reached a minimum of 60% of the expected criteria is acceptable. This means that there is no difference between what is expected and the data collected from the sample. From the sample calculations, an average score of 82.61% of the ideal or expected score was obtained.

2. T- test one sample quality of work life (X2)

Based on the SPSS calculation results for the one sample test, the calculated t is 76.264 while the t table is 1.67412, therefore the one way test is in the H_0 rejection area. So the hypothesis which states that the quality of work life at Surya Toserba Kadipaten, Majalengka Regency has reached a minimum of 60% of the expected criteria is acceptable. This means that there is no difference between what is expected and the data collected from the sample. From the sample calculations, an average value was obtained of 80.94% of the ideal or expected score.

3. T- test one sample employee performance (Y)

Based on the SPSS calculation results for the one sample test, the calculated t is 77.108 while the t table is 1.67412, therefore the one way test is in the H_0 rejection area. So the hypothesis which states that employee performance at Surya Toserba Kadipaten, Majalengka Regency has reached at least 60% of the expected criteria can be accepted. This means that there is no difference between the estimates and the data collected from the sample. From the sample calculations, an average value was obtained of 82.07% of the ideal or expected score.

Partial Test (T Test)

Based on the SPSS T test calculation results, the calculated t value (2.764) is greater than the t table value (1.67412) and the significance value (Sig.) is known to be $0.000 < \text{probability } 0.05$, so at an error level of 5% H_0 is rejected. Thus, it can be concluded that the hypothesis that organizational citizenship behavior has a positive and significant effect on employee performance at Surya Toserba Kadipaten, Majalengka Regency is acceptable.

Based on the results of the SPSS T test calculation, the calculated t value (5.479) is greater than the t table value (1.67412) and the significance value (Sig.) is known to be $0.000 < \text{probability } 0.05$, so at an error level of 5% H_0 is rejected. Thus, it can be concluded that the hypothesis that quality of work life has a positive and significant effect on employee performance at Surya Toserba Kadipaten, Majalengka Regency is acceptable.

Simultaneous Hypothesis Testing (F Test)

Based on the SPSS F test calculation results, the Fcount value is 31.958. The Fcount value will be compared with the Ftable value. With $\alpha=0.05$, $df_1=2$ and $df_2=56$, the Ftable value is 3.17. From the values above, it is known that the value of Fcount (31.958) > Ftable (3.17), so that H0 is rejected and Ha is accepted. This means that organizational citizenship behavior (X1) and quality of work life (X2) simultaneously have a positive and significant effect on employee performance (Y) at Surya Toserba Kadipaten, Majalengka Regency.

Discussion

Organizational Citixenship Behaviorat Surya Toserba Duchy, Majalengka Regency

Based on the SPSS calculation results, it is known that the percentage score of all respondents' responses to the Organizational Citizenship Behavior variable at Surya Toserba Kadipaten, Majalengka Regency was obtained at 82.61% of the ideal score. Referring to the guidelines for interpreting respondent response scores according to Narimawati, (2012:84), the percentage value of 8261.% is included in the "good" category in the interval "68.01-84.00". These results show that Organizational Citizenship Behavior at Surya Toserba Kadipaten, Majalengka Regency is classified as good.

This means that the hypothesis stating that Organizational Citizenship Behavior at Surya Toserba Kadipaten, Majalengka Regency has reached at least 60% of the expected criteria, there is no difference between what is expected in the population and the data collected from the sample, because tcount is greater than ttable for one party testing. is in the H0 rejection area.

Quality of Work Lifat Surya Toserba Duchy, Majalengka Regency

Based on the SPSS calculation results, it is known that the percentage score of all respondents' responses to the Quality of Work Life variable at Surya Toserba Kadipaten, Majalengka Regency was 80.94% of the ideal score. Referring to the guidelines for interpreting respondent response scores according to Narimawati, (2012:84), the percentage value of 80.94% is included in the "good" category in the interval "68.01-84.00". These results show that the Quality of Work Life at Surya Toserba Kadipaten, Majalengka Regency is relatively good.

This means that the hypothesis stating that Organizational Citizenship Behavior at Surya Toserba Kadipaten, Majalengka Regency has reached at least 60% of the expected criteria, there is no difference between what is expected in the population and the data collected from the sample, because tcount is greater than ttable for one party testing. is in the H0 rejection area.

Employee Performance at Surya Toserba Kadipaten, Majalengka Regency

Based on SPSS calculation results, it is known that the percentage value of response scores regarding employee performance is 82.07%. Referring to the guidelines for interpreting respondent response scores according to Narimawati (2012: 84), the percentage value of 82.07% is included in the

"good" category in the interval "68.01-84.00%". The results show that employees at Surya Toserba Kadipaten, Majalengka Regency have relatively good performance.

This means Hypothesis which stated that employee performance at Surya Toserba Kadipaten, Majalengka Regency had reached a minimum of 60% of the expected acceptable criteria. This means that there is no difference between what is expected in the population and the data collected from the sample.

The Influence of Organizational Citizenship Behavior on Employee Performance at Surya Toseba Kadipaten, Majalengka Regency

Based on the research results, the influence of organizational citizenship behavior on employee performance is 82.61. This calculated t value will be compared with the t table value in the t distribution table, with α 0.05 and df (nk-1) 56. For two-party testing, the t table value is 1.67412. Because the value of tcount (82.61) is greater than ttable (1.67412). Meanwhile, the significance value is 0.000 < 0.05 and means significant. This means that H0 is in the rejection area and Ha is in the acceptance area, so this explains that Organizational Citizenship Behavior partially has a positive and significant effect on employee performance at Surya Toserba Kadipaten, Majalengka Regency.

The influence of quality of work life on employee performance at Surya Toserba Kadipaten, Majalengka Regency

Based on the research results, the influence of quality of work life on employee performance is tcount > ttable (80.94 > 1.67412). This means that H0 is in the rejection area and Ha is in the acceptance area, so this explains that the quality of work life partially has a positive effect on employee performance. Meanwhile, the significance value is 0.000 < 0.05 and means significant, so the conclusion is that quality of work life has a positive and significant effect on employee performance at Surya Toserba Kadipaten, Majalengka Regency.

The Influence of Organizational Citizenship Behavior and Quality of Work Life on Performance at Surya Toserba Kadipaten, Majalengka Regency

Based on the research results, the influence of Organizational Citizenship Behavior (X1) and Quality of Work Life (X2) together on the employee performance variable (Y) can be seen from previous calculations that Fcount is 31,958. This value will be compared with the Ftable value, with α = 0.05, df 1= 2 and df 2= 53 and the Ftable value is 3.17. It is known that the Fcount value (31,958) > Ftable (3.17). Meanwhile, the significance value is 0.000 < 0.05 and means significant. This means that H0 is in the rejection area and Ha is in the acceptance area, thus Organizational Citizenship Behavior and store atmosphere together have a positive and significant effect on consumer satisfaction at Fajar Toserba Talaga, Majalengka Regency. Based on the results of the regression test $Y = 7.482 + 0.197X1 + 0.410X2$, if

the company increases Organizational Citizenship Behavior and Quality of Work Life by one unit, employee performance will also increase by one unit.

4. CONCLUSION

This research aims to determine the influence of Organizational Citizenship Behavior and Quality of Work Life on Employee Performance at Surya Toserba Kadipaten, Majalengka Regency. Based on the problem formulation and the results of data analysis and discussion in this research, it can be concluded that:

- 1) *Organizational Citizenship Behavior* at Surya Toserba Duchy Regency Majalengka 82.61% included in the good category.
- 2) *Quality of Work Life* at Surya Toserba Duchy, Majalengka Regency, it has reached 80.94%, which is in the good category.
- 3) Employee performance at Surya Toserba Kadipaten, Majalengka Regency has reached 82.07%, which is in the good category.

The suggestions that the author can put forward are as follows:

1. In the Organizational Citizenship Behavior factor, there is a need to improve better working relationships between employees to make it easier to maintain company goals.
2. *Quality of Work Life* For leaders and companies, there is still a need to improve relations with employees and make them better. And companies need to pay more attention to what factors are supporting factors in increasing employee performance so that employees can grow and grow well developed.
3. Performance Surya Toserba Kadipaten Majalengka Regency employees are in the good category, but employee performance must continue to be improved.

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