

Effect of Organizational Citizenship Behaviour, Quality of Work Life and Motivation on Employee Performance

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ABSTRACT

This study aims to analyse: 1) The effect of Organizational Citizenship Behaviour, on the performance of employees of the Transmigration Service of West Sulawesi Province. 2) The effect of quality of work life, on the performance of employees of the Transmigration Service of West Sulawesi Province. 3) The influence of Motivation on employees of the Transmigration Service of West Sulawesi Province. This research uses quantitative methods. The research was conducted at the Transmigration Office of West Sulawesi Province. This study distributed questionnaires to 60 respondents. The method used is quantitative method by testing the hypothesis, namely Validity Test, Reliability Test, Classical Assumption Test, Multiple Regression Analysis, T Test, F Test, and Coefficient of Determination. The results showed that Organizational Citizenship Behaviour had a positive and significant effect on the performance of employees of the Transmigration Service of West Sulawesi Province, on the second variable Quality of work life had a positive and significant effect on the performance variables of employees of the Transmigration Service of West Sulawesi Province, on the third variable motivation had a positive and significant effect on the performance of the Transmigration Service of West Sulawesi Province. In the simultaneous test, the variables of Organizational Citizenship Behaviour, Quality of work life, and motivation, have a positive and significant effect on employee performance, Transmigration Service of West Sulawesi Province. while the Determination test has a contribution to employee performance of 61.3%, while the rest is influenced by other variables not included in the study.

Keywords: Organizational Citizenship Behaviour; Quality of work life; Motivation and Employee Performance.

INTRODUCTION

The role of humans is very important because humans play an active and dominant role in every organisational activity. Organisations must have the ability in various aspects and be able to formulate strategies in dealing with changes that occur in the organisation so that organisational goals can be achieved (Cheung, 2013; Rybnikova et al., 2015). A successful organisation is an organisation that is able to realize change and has characteristics that are able to move faster, aware of the importance of increasing the involvement of organisational members, the orientation of a successful organisation is an organisation whose structure leads to an increasingly flat and not pyramidal form. Organisations need strategic planning so that this success can be achieved Huque & Vyas (2017).

Organizational Citizenship Behavior is behaviour performed by employees that increases the effectiveness of the organisation, but is not the formal responsibility of the person (King, 2015). Often referred to as contextual performance, Organizational Citizenship Behavior can be

in the form of behaviour of arriving early, leaving late and helping colleagues with tasks. adapt to environmental changes (Endang & Irma, 2014; Nahum-Shani & Somech, 2011; Yaffe & Kark, 2011). Organizational Citizenship Behavior, which is often called OCB behavior, can be in the form of helping colleagues who are in trouble at work, replacing colleagues who are absent or taking breaks, helping colleagues whose work is overloaded, helping to do other people's work when they are absent, being on time every day regardless of the season or traffic, helping the new employee orientation process even though they are not asked, not spending time on talks outside of work willingness to tolerate without complaining, refraining from complaining and swearing activities, paying attention to meetings that are considered important (Guay & Choi, 2015; Karatepe et al., 2019; Naseer et al., 2016).

Based on the results of initial observations at the Transmigration Office of West Sulawesi Province, the phenomenon that researchers found was that employee Organizational Citizenship Behaviour still needed to be improved. There are still some employees who come late to work and some employees do not give news if they are unable to come to the office. When there is a problem experienced by one employee related to his main duties and functions, other employees do not provide solutions or suggestions directly but suggest that the problem solving be discussed with the leadership, so that employees with other employees do not help each other or lack cooperation.

In addition to the influence of Organizational Citizenship Behaviour that affects the performance of employees of the Transmigration Service of West Sulawesi Province, another influence is Quality of Worklife. Quality of work life, according to (Boonyakiat & Duangphastra, 2016; Catuogno et al., 2022; López-Martínez et al., 2021; Vekić-Kljaić & Mlinarević, 2022) states that: Quality of work life is the level at which members of work organisations are able to meet personal needs through their experiences in the organisations where they work, and employees can change the organisational climate so that technically and humanely it leads to a better quality of work life. Furthermore, (Darkwah et al., 2016; Tamsah et al., 2020) states that, as a concept, the quality of work life can be said to be a systematic effort in organisational life through which workers are given the opportunity to discover how they work and what they give to the organisation in order to achieve its goals and objectives.

Based on some of the above opinions, it can be concluded that the quality of work life is a general term that includes a person's feelings which include every dimension of welfare / wages, security, organisational working conditions and relationships between employees and with organisations / agencies, the quality of work life also fosters the desire of employees to stay and stay in the organisation. From the results of preliminary observations at the Transmigration Service of West Sulawesi Province, it was found that the quality of work life at the agency where he worked was still not entirely good. There are several employees who feel that the amount of performance allowance for the State Civil Apparatus (ASN) is not fully feasible for the welfare of employee life. Meanwhile, salaries for honorary employees are still below the amount of the Provincial Minimum Wage (UMP).

In addition to the influence of Organizational Citizenship Behaviour, and Quality of Worklife that affect the performance of employees of the Transmigration Service of West Sulawesi Province, another influence is motivation. In line with the opinion of (Bagorogoza & Waal, 2010; Darkwah et al., 2016; Gonzalez & Pelayo, 2022; Tamsah et al., 2020), motivation is a desire within a person that causes that person to take an action. A person will take an action for one thing in achieving his goal, and it will not be in vain and this is reinforced by the opinion of

(Saggaf et al., 2021) who argues that the definition of motivation is to arouse the enthusiasm of subordinates to want to work hard by giving all abilities and skills to achieve organisational goals.

Work motivation is a process by which needs encourage a person to carry out a series of activities that lead to achieving certain goals. Goals that if successfully achieved will satisfy or fulfil these needs, (Rozi & Sunarsi, 2020). Furthermore, (Sutrisno & Sunarsi, 2019), suggests that high motivation will have a positive impact on the agency and will affect the work of employees, so that people who do not have motivation do not have high work results. In general, every government agency has high hopes that its employees can improve better performance, be effective in carrying out their job responsibilities.

Based on observations at the West Sulawesi Provincial Transmigration Office, where researchers found the phenomenon of several employees who still need to improve their performance. Another problem related to employee motivation is that there are still some employees who do not have clear goals for what they are doing. This happens because there is no motivation for the apparatus in long-term work planning so that they tend to work based on the tasks assigned at that time.

In an effort to improve the performance of employees of the Transmigration Service of West Sulawesi Province, it seems that there are still obstacles faced. Employee performance plays a very important role in the progress of the organisation, which according to Mangkunegara (2014) confirms that "Employee performance is the result of work (work performance) in quantity and quality that has been achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him". Meanwhile, according to Mathis and Jakson (2015) employee performance is how much employees contribute to the organisation through output quantity, output quality, time period, attendance at work and their professionalism.

Efforts to improve employee performance, including by paying attention to discipline and motivation and the level of employee satisfaction is everything that is around workers who can influence them in carrying out their assigned tasks (Bakker et al., 2008; Porter et al., 2003). Based on the description above and several theories that support research, the authors raise the research title, namely: "The Effect of Organizational Citizenship Behaviour, Quality of Work Life and Motivation on Employee Performance of the Transmigration Service of West Sulawesi Province.

METHODS

The approach used in this research is quantitative method. This study uses quantitative data consisting of: primary data which in this study will be obtained from respondents, through questionnaires distributed and secondary data, namely in the form of literature literature used as a theoretical basis relevant to the problem under study and previous studies (Andersen et al., 2021). In this study the population used was all employees of the Transmigration Service Office of West Sulawesi Province. This study uses all members of the population called a total sample (total sampling) or census. In this study, data collection techniques used: questionnaires by distributing questionnaires directly to employees of the Transmigration Service Office of West Sulawesi Province.

RESULTS AND DISCUSSION

The Effect of Organizational Citizenship Behaviour on Employee Performance.

Based on the results of the study, there is an effect of Organizational Citizenship Behavior on the performance of employees of the Transmigration Service of West Sulawesi Province, this can be seen from the results of distributing questionnaires where respondents answered (55%) it can be interpreted that Organizational Citizenship Behavior applied at the Transmigration Service Office of West Sulawesi Province runs according to the characteristics in field operations, as well as in the t test results it can be concluded that the Organizational Citizenship Behavior variable has a positive and significant effect on the performance of employees of the Transmigration Service of West Sulawesi Province.

Organizational Citizenship Behaviour has a positive and significant effect on the performance of employees of the Transmigration Service of West Sulawesi Province, this is because each employee has a responsibility to complete the work, employees work beyond the specified time even though no one is supervising. The results of the study above are in line with previous research researched by (Guay & Choi, 2015) The influence of OCB (Organizational Citizenship Behavior) and individual characteristics on employee performance at the transmigration and labour office, Pematang Siantar City. The research results prove that there is a positive influence between OCB and individual characteristics on employee performance at the transmigration and labour office of Pematangsiantar City.

The results of the research above, in relation to the Organizational Citizenship Behavior theory, by (Lemmon & Wayne, 2015), that Organization Citizenship Behaviour OCB is a global concept that contains all relevant positive behaviours from members of the organisation. OCB is able to regulate interdependence, between each member of the work unit, so as to increase the achievement of collective results; reduce the need for the organisation to sacrifice scarce resources with a simple maintenance function, because it is able to free resources from productivity, and improve the ability of others to carry out their work by freeing up time for more efficiency planning, scheduling, problem solving and others.

Based on the results of the research in relation to the theory, it can be concluded that Organizational Citizenship Behavior in the organisation to increase the productivity of colleagues, save resources owned by management and the organisation, help save scarce resource energy to maintain group functions, can be an effective means of coordinating work group activities, increase the ability of the organisation to retain the best employees, increase stability and the ability to adapt to environmental changes.

Effect of Quality of Work Life on Employee Performance

Based on the results of the study, there is an effect of the quality of work life on the performance of employees of the Transmigration Service of West Sulawesi Province, this can be seen from the results of distributing questionnaires circulated to respondents which can be concluded that the respondents' answers to the quality of work life variable, with an average answer (56%) this hall can be interpreted that the quality of work life can support the achievement of performance. as well as the results of the t test which can be concluded that the quality of work life variable has a positive and significant effect on the performance of employees of the Transmigration Service of West Sulawesi Province.

The quality of work life has a positive and significant effect on the performance of employees of the Transmigration Service of West Sulawesi Province, this is because communication between employees has gone well, so that colleagues help each other in carrying out work, employees work in a safe and healthy work environment, and are supported by adequate

facilities in carrying out tasks. The results of the study above are in line with previous research researched by Anugrah 2017, The effect of quality of work life on the performance of employees of the transmigration and labour office of Sampang Regency, as well as the results of research conducted by Hasmalawati 2017, The Effect of Quality of Work Life on Employee Performance, The practical implication of this research is that the higher the employee's work life, the higher the employee's performance. This in turn can make employees more productive in improving services to the community.

The results of the study above, in accordance with Stewart's theory (2007), state that the quality of work life concerns employees' perceptions that they want to feel safe, relatively satisfied and get growth opportunities. Quality of work life is a management philosophy that aims to increase employee dignity, introduce cultural change, provide growth and development opportunities. The results of the research based on the theory underlying the research can be concluded that the quality of work life is a concept in the development of the science of organisational behaviour, and is an important discussion in the scientific literature, because the term quality of work life is an indispensable element in human life.

The Effect of Motivation on Employee Performance

Based on the results of the study, there is an influence of motivation on the performance of employees of the Transmigration Office of West Sulawesi Province, this can be seen from the results of distributing questionnaires circulated to respondents which can be concluded that motivation where the average number who answered agreed was 52%, this illustrates that the motivation used in the office of the Transmigration Office of West Sulawesi Province is good enough to support work in carrying out tasks in the field, especially transmigration projects in West Sulawesi province.

Motivation has a positive and significant effect on the performance of employees of the Transmigration Office of West Sulawesi Province, this is because employees need recognition and self-esteem in the work environment where employees work and employees feel proud if they get praise for the results of their work, therefore high motivation will have a positive impact on the agency and can affect the work of employees, so that people who do not have motivation do not have high work results. The results of the research above are in line with previous research researched by (Covin et al., 2020; Jiang & Probst, 2016), with the title the effect of work motivation on the performance of employees of the West Java transmigration office, as well as research conducted by Luthfi (2021), The Effect of Motivation on the Center for Social Forestry and Environmental Partnerships in the Sumatra Region (BPSKL).

The results of the research above, in accordance with the theory of motivation put forward by (Banks et al., 2016; Karatepe et al., 2019) which says that motivation is a desire in a person that causes that person to take an action. A person will take an action for one thing in achieving his goal. Meanwhile, according to (Park & Kim, 2018), the definition of motivation is to arouse the enthusiasm of subordinates to want to work hard by giving all their abilities and skills to achieve agency goals, so that an employee has the opportunity to progress and develop due to behaviour towards achieving goals.

The results of the research above compare with the theory that supports the research so it can be concluded. That motivation is needed in the world of work so that superiors can provide motivation so that subordinates are motivated to work there is motivation that can move employees to work is the existence of rewards, for those in the form of achievements above

standard performance. With positive motivation, employee morale will increase because generally humans like to receive.

Effect of Organizational Citizenship Behaviour, Quality of Work Life, and Motivation, Simultaneously

Based on the results of tests that have been carried out based on the F test, the processed data results show where the F-count shows a number greater than the F-table This provides a conclusion to show that the independent variables have a simultaneous effect. Against the performance of employees of the Transmigration Service of West Sulawesi Province.

Based on the results of the above research, it is in line with previous research conducted by (Colakoglu et al., 2022), namely the effect of quality of work life, Organizational Citizenship Behaviour (OCB) and Motivation on Employee Performance at the Banjarmasin City Ministry of Religion. The results of the analysis can find out that employee performance is in the high category, the quality of work life is in the good category, Organizational Citizenship Behavior is in the sufficient category and work motivation is in the high category so that, Organizational Citizenship Behavior and motivation partially affect employee performance. So ula quality of life, Organizational Citizenship Behaviour and motivation simultaneously affect the performance of employees of the Ministry of Religion of Banjarmasin City.

From the results of the research simultaneously, it can be said that it is in line with the theory used in the research above, namely in the theory of Organizational Citizenship Behavior according to (Shabbir et al., 2021), organizational citizenship behavior (OCB) is a model of activity that makes organisations intrinsically cooperate and relate in the context of an open system. Meanwhile, according to (Dartey-Baah et al., 2023), quality of work life is a process that responds to employee needs by developing a mechanism that provides full opportunities for employees in decision making and planning their work life. Furthermore, according to Sunyoto (2015), work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires. Based on the theory that supports the research above, it can be interpreted that in general if the work is done together, both Organizational Citizenship Behaviour, Quality of work life and Motivation if done together and regularly, it will produce performance together to achieve goals.

CONCLUSION

Organizational Citizenship Behavior (OCB), Work Life Quality, and Motivation both individually and simultaneously have a positive and significant impact on the performance of employees at the West Sulawesi Province Transmigration Office. OCB positively influences performance because employees are willing to work beyond the specified time without supervision. The quality of work life enhances performance due to a safe, healthy working environment, and adequate facilities. Motivation improves performance due to employees' desire to receive recognition and praise for their work. The F Test results indicate that these three variables, when implemented simultaneously, result in better performance and have a significant impact on the performance of employees in the agency.

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