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# The impact of quality of work life (QWL) and work motivation on the organizational citizenship behavior (OCB) with job satisfaction as a mediating variables

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## Article Info

## ABSTRACT

This study aims to determine the impacts of Quality of World Life (QWL), Work Motivation (WM) on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction (JS). Here, information and data are obtained from 171 responses from PT. Regar sport Industri Indonesia employees collected using online questionnaires. The data were analyzed via factor analysis with SPSS supports. From the analysis, the results describe that there is a direct effect of QWL and WM on OCB. Furthermore, there is an indirect influence of QWL and WM on OCB mediated by JS. Interestingly, the mediation variable is incapable to directly affect the OCB. Therefore, this study demonstrates the importance of QWL and motivation so that Job Satisfaction is fulfilled and finally the formation of OCB employees is established.

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## Introduction

The apparel industry is one of the manufacturing sectors, which its development needs to be encouraged to remain productive and competitive. Based on the data from Central Statistics Agency (2018), during the first quarter (Y-on-Y), the clothing industry recorded the highest production growth compared to other sectors by 29.19% in the first quarter of 2018. Meanwhile, the Q-t-Q clothing industry grew by 8.79 %, which was the second-highest after the Furniture Industry.
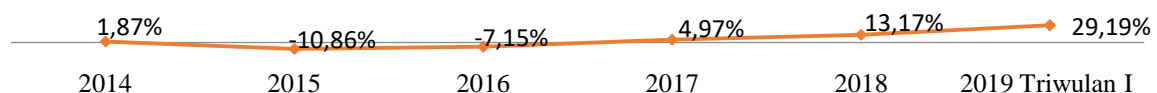


| 1,87% | -10,86% | -7,15% | 4,97% | 13,17% | 29,19% |
|-------|---------|--------|-------|--------|--------|
| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 Triwulan I |

**Figure 1.** Clothing Production Growth 2014-2019
*Source: Central Bureau of Statistics Data, 2019*

The apparel industry for sports (jersey) such as PT. Regarsport Industri Indonesia (PT. RII) with ±476 employees, of course, needs to manage human resources so that their productivity is maintained properly. In addition to managing internal employees, the company also collaborates through partnerships with tailors

from 13 sub-districts in Wonogiri Regency, Central Java Province. In the 2014-2018 period, the company's corporate growth reached an average of 300% each year with a sales turnover of IDR 360 million, 1.2 billion, 4.2 billion, 16 billion, and 36 billion from 2014 to 2018, respectively. From these achievements, the company received the "Outstanding Start-Up Business" award in the Solo Best Brand Index 2019 event. Currently, the company has 50 brands, ± 250 agents, and ± 16000 resellers.

The growth of the apparel industry has an impact on the increment of business competition. Therefore, companies need to develop management effectiveness, especially in the management of supporting human resources to keep their business lines stable and grow according to market conditions and be able to compete with competitors. This becomes a big challenge in human resources (HR) management for PT. Regarsport Industri Indonesia. Therefore, in this research, an in-depth study was conducted on Quality of Work Life (QWL), Work Motivation, Job Satisfaction and Organizational Citizenship Behavior (OCB).

OCB is a discretionary behavior that contributes to the psychological and social environment of the workplace, organizations want and need employees who work outside their job descriptions (Robbins and Judge, 2015). The predictors that create OCB include Job satisfaction, Quality of Work Life and Work Motivation (Pio and Tampi, 2018; Gyekye and Haybatollahi, 2015; Jung and Yoon, 2015).

*Quality of Work Life* (QWL) is a way to create a sense of security and satisfaction at work which aims to make HR in their environment competitive. With QWL, the whole organization will also be competitive in realizing its existence (Nawawi, 2001). The indicators to measure QWL are physical safety, pay, job security, appreciation, right to say, realization of potential and promotion prospects (Muskat and Reitsamer, 2020)

Motivation is defined as the factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in the form of hard or weak efforts (Hariandja, 2009). Maslow's theory (Maslow's Hierarchy Theory) explains that humans are motivated to satisfy a number of their needs which tend to be innate (physical needs, security, safety, social, appreciation, and self-actualization).Companies that pay attention to the needs of employees will lead to satisfaction to employees that affects work productivity, such as: absenteeism, labor turnover, morale, reduced complaints and personnel problems (Handoko, 2012). Giving motivation to employees will be positively related to the value of job satisfaction and form a positive work environment (Roche and Haar, 2020; Pang and Lu, 2018).

Job Satisfaction is important to note since someone with a high level of job satisfaction has a positive perception about their job, while people with a low level of satisfaction have the opposite (Robbins and Judge, 2015). Narzary and Palo's research (2019) stated that Job Satisfaction had a positive and significant effect on OCB that was in line with the research by Belwakar, et.,al (2018).

This research is critical to be studied as recommendations to companies regarding HR management decisions. With high QWL, Work Motivation and Job Satisfaction, employees have positive feelings about their work (Robbins and Judge, 2015) so that the employee's OCB can be created. With the help of the VOSviewer application, it can be seen that the study discussing QWL, Work Mortivation, Job Satisfaction and OCB has not been carried out by many researchers. The use of job satisfaction as a mediating variable is a new development from earlier researches.

This study aims to determine the direct and indirect impact of Quality of Work Life, Work Motivation on Organizational Citizenship Behavior mediated by Job Satisfaction. Data were obtained through questionnaires distributed to the employees of PT. Regarsport Industri Indonesia. The hypotheses will be tested by several analysis methods, which were supported by the SPSS analysis tool.

**Hypotheses**
This study aimed to test several hypotheses. Hypotheses were developed to test the predicted logical relationship between two or more variables expressed in the statement (Sekaran, 2017). The variables and theoretical framework were developed based on the limitations and suggestions from previous researches, written as follows:

***H1: Quality of Work Life (QWL) is expected to directly affect the Organizational Citizenship Behavior (OCB)***
Pio and Tampi (2018) observed QWL and OCB, and the outcomes confirmed that there was a significant direct influence between QWL and OCB. Utunggadewi and Indrawati (2019) examined the relationship between the Quality of Work Life and OCB, the yields assured that there was a significant positive relationship between QWL and OCB. Kesumawijaya and Gorda (2016) studied Leader-Member Exchange, QWL, Working Satisfaction, and OCB, and the proceeds revealed that there was a positive relationship between QWL and OCB.

*H2: Quality of Work Life (QWL) is expected to have a direct effect onJob Satisfaction*
Dhamija et al., (2019) measured Job Satisfaction through the use of QWL, the outcomes exhibited that there was a variance in Job Satisfaction as explained by QWL where a non-conducive work environment had confirmed a negative relationship with Job Satisfaction. Muscat and Reitsmaster (2020) examined QWL and generation Y as moderation and Job Satisfaction as the dependent variable, they found that QWL affected Job Satisfaction. Lee et al., (2015) investigated QWL and Job Satisfaction, and found that each QWL attribute showed a significant and varied asymmetric or linear impact on Job Satisfaction. Kim, et al., (2018) reported the leverages of CSR responsibility on employee welfare, the results of this study confirmed that QWL theory affected Job Satisfaction.

*H3: Work Motivationis expected to have a direct effect onOrganizational Citizenship Behavior (OCB)*
Sugiarti and Umi (2014) observed motivation and commitment as independent variables, Job Satisfaction as a mediating variable, and OCB as the dependent variable which the yields indicated that work motivation had an impact on OCB. Alif (2015) studied the influence of work motivation, career development, and work environment on OCB with job satisfaction as a mediating variable, the proceeds demonstrated that there was a positive and significant influence between work motivation and OCB. Diatmika and Suwandana (2016) inspected the effect of organizational commitment and motivation on OCB, the findings denoted that work motivation had positive and significant leverage on OCB.

*H4: Work Motivationis expected to have a direct effect onJob Satisfaction*
Roche and Haar (2020) investigated Motivation, Work-Family Enrichment, and Job Satisfaction, the outcomes exposed that self-determined motivation was positively related to Job Satisfaction. Pang and Lu (2018) examined organizational motivation, job satisfaction, and performance, and the yields revealed that "remuneration" and "work environment" had a positive impact on job satisfaction. Fatmasari, et al., (2018) investigated QWL, motivation and job satisfaction, and employee engagement, and found that motivation given to lecturers could increase satisfaction.

*H5: Job Satisfaction is expected to have a direct effect onOrganizational Citizenship Behavior (OCB)*
Pio and Tampi (2018) inspected job satisfaction and OCB, and the yields exhibited that there was a significant direct influence between job satisfaction and OCB. Gyekne and Haybatollahi (2015) examined the factors that could predict OCB, and the outcomes presented that job satisfaction was a significant predictor of OCB. Jung and Yoon (2015) studied the impact of positive psychological capital on job satisfaction and OCB demonstrating that job satisfaction was positively related to OCB. Narzary and Palo (2019) observed the relationship of spirituality and job satisfaction to OCB, the outcomes showed that job satisfaction had a significant and positive effect on OCB.

*H6: Quality of Work Life (QWL) is expected to have a direct effect onOrganizational Citizenship Behavior (OCB) throughJob Satisfaction as mediating variable*
Ardila, et al. (2018) observed the influence of QWL and Organizational Climate on Job Satisfaction which had implications for OCB, the results of this study pointed out that the impact was positive and significant for QWL on Job Satisfaction and OCB.

*H7: Work Motivationis expected to have a direct effect onOrganizational Citizenship Behavior (OCB) throughJob Satisfaction as mediating variable*
Sugiarti and Umi (2014) examined motivation and commitment as independent variables, where Job Satisfaction was a mediating variable and OCB was the dependent variable. The proceeds designated that work motivation and organizational commitment had indirect leverage on OCB through job satisfaction, thus it could be concluded that job satisfaction is a variable that mediates between motivation and OCB.
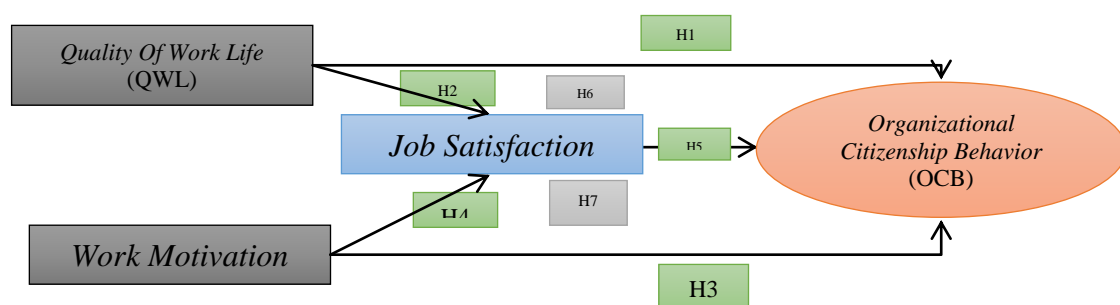


**Figure 1.** Thinking Framework

## Method

This research employed quantitative methods. The population in this research was all employees at PT. Regarsport Industri Indonesia in which population referred to a whole group of people, events, or interesting things that would be investigated by researchers. Here, the researcher would make an opinion based on sample statistics (Sekaran & Bougie, 2017). Non-probability Sampling data collection techniques were carried out by giving a set of questions to respondents to be answered (Sugiyono, 2010). The selected non-probability sampling was purposive sampling, which was a sample based on a certain balance involving selecting subjects that were favorable or in the best position to provide the necessary information (Sekaran & Bougie, 2017). The samples were employees who had permanent status at PT. Regarsport Industri Indonesia. The measurement of the minimum number of samples referred to the statement of Hair, et al (2019) that the number of samples used as respondents must be adjusted to the number of question indicators used in the questionnaire, namely n x 10 observed variables (indicators). Based on these opinions, research at PT. Regarsport Industri Indonesia employed multivariate analysis with a total of 29 indicators/ questions to measure 4 variables so that the minimum sample size is 145 respondents.

This study employed an online questionnaire with a Likert scale of 1-7 sent to all respondents. The questions given were able to explain the description of the variables, which were measured from the indicators listed on the questionnaire. QWL questions included: work environment safety, compensation, communication, conflict resolution, career development, employee participation, facilities, and pride in the institution (Cascio, 1998). Work Motivation questions included physiological, safety, social needs, appreciation, and self-actualization (Griffin, 2013). Job Satisfaction questions involved: opportunities for advancement, job security, salary and facilities, stable working conditions & conditions, supervision, intrinsic factors of work, social aspects, communication (Gilmer, 2006). Meanwhile, OCB questions were Altruism, Courtesy, Sportsmanship, Conscientiousness, Civic Virtue (Organ, 1988).

Primary data was carried out by descriptive analysis, which aimed to describe the collective data (Astuti, 2014). Then, a Factor Analysis was carried out, where the researcher identified the dimensions of a structure and then determined to what extent each variable could be explained by each dimension, and a Sobel test was carried out to determine the direct and indirect effects of the variables studied (Ghozali, 2013).

## Result and Discussion

From a total of 171 respondents who filled out the online questionnaire, and considering the minimum work period of one year, 163 respondents were selected to be analyzed. The classification of respondents was 87% and 13% for males and females, respectively. The respondents aged between 18-24 were 57%, whereas 43% were aged between 25-50. Respondents with high school education/equivalent were 76% and university graduates were 24%. Respondents with the position of staff/operator and Supervisor / Manager were 87% and 13%, respectively. Respondents with a work span of 1-2 years were 81% and more than 2 years was 19%. The data were tested for validity with the Extraction Method via Varimax with Kaiser Normalization. The outcome of this test is the validity of the reduction of the variable indicator from 29 to 17. The yield on the QWL variable is the elimination of indicators X1.5, X1.6, X1.7, X1.8. In the Work Motivation (WM) variable, the elimination is not presented. The Job Satisfaction variable is the elimination of indicatorsZ.3, Z.5, Z.6 and for the OCB variable, namely the elimination of indicatorsY.2, Y.7. Y.8, Y.9, Y.10.

**Table 2.** Factor Analysis

| Variabel | Indikator | Component | | | |
|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 |
| **QWL** | X1.1 | .131 | .251 | .757 | .268 |
| | X1.2 | .237 | .276 | .713 | .006 |
| | X1.3 | .164 | .438 | .611 | .222 |
| | X1.4 | .166 | .405 | .528 | .402 |
| **WM** | X2.1 | .235 | -.045 | .612 | .409 |
| | X2.2 | .146 | .586 | .419 | .134 |
| | X2.3 | .364 | .814 | .181 | .092 |
| | X2.4 | .169 | .750 | .206 | .314 |
| | X2.5 | .163 | .544 | .311 | .533 |
| **JS** | Z.1 | .409 | .290 | .230 | .604 |
| | Z.2 | .287 | .173 | .079 | .826 |

| Variabel | Indikator | Component | | | |
|---|---|---|---|---|---|
| | | **1** | **2** | **3** | **4** |
| | Z.4 | .142 | .131 | .306 | .750 |
| **OCB** | Y.1 | .521 | .438 | .297 | .094 |
| | Y.3 | .660 | .494 | .099 | .067 |
| | Y.4 | .743 | .038 | .194 | .320 |
| | Y.5 | .704 | .222 | .236 | .260 |
| | Y.6 | .851 | .185 | .136 | .196 |

After the factor analysis was conducted, multiple regression tests were implemented by including valid indicators.

**Table 3 .** Regression Coefficients X1 (QWL) and X2 (WM) on Z (JS)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | **B** | **Std. Error** | **Beta** | **t** | **Sig.** |
| 1 | (Constant) | 1.936 | .877 | | 2.208 | .029 |
| | X1 | .209 | .075 | .251 | 2.806 | .006 |
| | X2 | .324 | .061 | .471 | 5.279 | .000 |

a.  *Dependent Variable: Z (Job Satisfaction)*
b.  *Predictors: (Constant), X1, X2*

As apparent in Table 3, the yield displays that the significant value or p-value X1 at Z is 0.006 < 0.006, thus **Hypothesis 2** is accepted or it can be interpreted that Quality of Work Life (QWL) has leverage on Job Satisfaction, this is following with the study of Dhamija et al., (2019), Muscat and Reitsmaster (2020), Lee, et al., (2015, Kim et al (2018). Meanwhile, the p-value of X2 at Z 0,000 < 0.05, thus **Hypothesis 4** is accepted or it can be interpreted that Work Motivation has an impact on Job Satisfaction. This is in good agreement with the studies of Roche and Haar (2020), Pang and Lu (2018), Fatmasari et al., (2018).

**Table 4.** Coefficients Regression X1 (QWL), X2 (WM) and Z (JS) on Y (OCB)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | **B** | **Std. Error** | **Beta** | **t** | **Sig.** |
| 1 | (Constant) | 8.067 | 1.087 | | 7.423 | .000 |
| | X1 | .127 | .093 | .119 | 1.356 | .177 |
| | X2 | .332 | .081 | .379 | 4.094 | .000 |
| | Z | .386 | .097 | .302 | 3.995 | .000 |

a.  *Dependent Variable: Y (OCB)*
b.  *Predictors: (Constant), Z, X1, X2*

As seen from Table 4, it is known that the significance value or p-value of X1 at Y 0.177 < 0.05, then **Hypothesis 1** is rejected or it can be interpreted that Quality of Work-Life does not have a direct effect on OCB. This result is different from the studies of Pio and Tampi (2018), Utunggadewi and Indrawati (2019), Kesumawijaya and Gorda (2016) which stated that QWL had direct leverage on OCB. Then the p-value X2 at Y 0,000 < 0.05, which means **Hypothesis 3** is accepted or it can be interpreted that Work Motivation has a direct influence on OCB. This yield is appropriate with the investigation conducted by Sugiarti and Umi (2014), Alif (2015), Diatmika and Suwandana (2016). Meanwhile, the p-value Z at Y 0,000 < 0.05, which means **Hypothesis 5** is accepted or it can be interpreted that Job Satisfaction has direct leverage on OCB. This result is in accordance with the outcomes researches of Gyekne and Haybatollahi (2015), Jung and Yoon (2015), and Narzary and Palo (2019).

The examination of mediator variables can be done via a bootstrapping technique, a nonparametric approach that does not assume the form of variable distribution and can be applied to small sample size. Preacher and Hayes (2008) have developed a single test in the form of an SPSS script with the provisions of the z-value > 1.96 or p-value <0.05.

**Table 5.** Sobel Test X1 (QWL) on Y (OCB) through Z (JS) as mediating variable

|  | Input |  | Test statistic | Std Error | p-value |
|---|---|---|---|---|---|
| $a$ | 0,209 | Sobel test | 2,28262991 | 0,03534257 | 0,02245218 |
| $b$ | 0,386 | Aroian test | 2,23575557 | 0,03608355 | 0,02536779 |
| $s_a$ | 0,075 | Goodman test | 2,3325818 | 0,03458571 | 0,01967011 |
| $s_b$ | 0,097 |  |  |  |  |

The proceeds of the Sobel test are presented in Table 5 reveal that the p-value is 0.022 < 0.05, thus **Hypothesis 6** is accepted or it can be interpreted that Quality of Work Life (QWL) affects Organizational Citizenship Behavior (OCB) through Job Satisfaction as a mediating variable. This corresponds with the report of Ardila, et al (2018) who investigated the effect of Quality of Work Life (Qwl) and Organizational Climate on Job Satisfaction which had implications for Organizational Citizenship Behavior OCB). Therefore, the results of this study indicate that the impact is positive and significant: QWL on Job Satisfaction. As for QWL on OCB, there is a positive and significant influence of Job Satisfaction on OCB.

**Table 6 .** Sobel Test X2 (WM) on Y (OCB) through Z (JS) as mediating variable

|  | Input |  | Test statistic | Std Error | p-value |
|---|---|---|---|---|---|
| $a$ | 0,324 | Sobel test | 3,18472075 | 0,03927001 | 0,00144894 |
| $b$ | 0,386 | Aroian test | 3,14917369 | 0,03971327 | 0,00163733 |
| $s_a$ | 0,061 | Goodman test | 3,22149937 | 0,03882167 | 0,00127522 |
| $s_b$ | 0,097 |  |  |  |  |

From the Sobel test presented in Table 6, the result shows that the p-value is 0.001 < 0.05, thus **Hypothesis 7** is accepted or it can be interpreted that Work Motivation affects Organizational Citizenship Behavior (OCB) through Job Satisfaction as a mediating variable. This is in line with the report of Sugiarti and Umi (2014) which observed motivation and commitment as independent variables, Job Satisfaction as a mediating variable, and OCB as the dependent variable. The results of the study indicate that work motivation and organizational commitment have an indirect effect on OCB through job satisfaction, hence it can be concluded that Job Satisfaction is a variable that mediates between motivation and OCB.

From the results of the above analysis, the results describe that there is a direct effect of QWL and WM on OCB. Furthermore, there is an indirect influence of QWL and WM on OCB mediated by JS. then the mediation variable is incapable to directly affect the OCB. Therefore, this study demonstrates the importance of QWL and motivation so that Job Satisfaction is fulfilled and finally the formation of OCB employees is established.

## Conclusions

This study concludes that job satisfaction mediates the influence of quality of work-life and work motivation on the Organizational Citizenship Behavior of Indonesian Industrial Regarsport employees. Employees who are fulfilled with physiological, safety, social, reward, and opportunity will achieve high job satisfaction. Thus, OCB is formed, which is an action outside of responsibility that encourages the effectiveness and function of the organization itself. The unique finding in this study is that QWL does not directly affect OCB, however, it must go through Job Satisfaction. This is in contrast to work motivation, which has both direct and indirect effects on OCB. Future studies can be carried out in different organizational forms with the number of samples that can be added as needed or by adding other variables that might form the OCB variable.

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