

Analysis of Quality of Work Life Effect on Organizational Citizenship Behavior with Work Satisfaction as A Variable Intervening

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ABSTRACT

This research analyzes the influence of quality of work life on *organizational citizenship behavior* with job satisfaction as an intervening variable. This type of quantitative study with Structural Equation Modeling (SEM) analysis tool with AMOS-20 (*Analysis of Moment Structure*) device. The sample in this study was 105 Regional Secretariat Officer of the Bireuen District government. The results showed that quality of work life has significant effect on *job satisfaction* and *organizational citizenship behavior*. Job satisfaction has significant effect on organizational citizenship behavior. Job satisfaction is a partial mediation of the influence between quality of work life on *organizational citizenship behavior*.

Keywords: Quality of Work Life, Job Satisfaction, *Organizational Citizenship Behavior*.

1. Introduction

1.1. Background

Human resources are a very important component in supporting the progress of the Organization. One of the factors of human resources that can support the progress of the Organization is the quality of working life because the quality of work life is seen to affect the organization's overall path. This refers to the thought that quality of work life is seen to improve employee satisfaction and contribution to the organization. According to Spector (1997; in Robbins & Judge, 2008:105), the quality of working life is the main determinant organizational citizenship behavior (OCB) of an employee as well as quality of work can also create employee satisfaction (Ivancevich et al, 2007).

Similarly, with the secretariat of the regency of Bireuen, the quality of work life of the liquid officers is very crucial that the permissible is noted today. The current image of the employee is a highlight of the community, especially the Bireuen regency. In order for employees to work optimally in giving the body to the community, the quality of the working life of the employees is satisfactory so that employees are willing to exert all the potential owned to devote themselves in the organizational environment can be assured.

The secretariat of the Bireuen regency which is directly under the authority of the Regent and Vice regent of Bireuen Regency continues to become an institution that has good governance that is recognized by the wider community. The regional secretariat of Bireuen Regency continues to discipline every officer in his/her way to improve the institutional image of the community. The regional secretariat of Bireuen Regency is fully aware that the quality of work life and employee satisfaction is the benchmark for the creation of OCB employees. Because employees who have high OCB will have greater possibilities for positive talk about the organization, the willingness to help other individuals, and to do the work that exceeds the normal estimate.

The OCB concept was first introduced by Bateman and Organ et al and has been discussed in detail by the Organ in 1988. But long before that year Barnard in 1938 had been using the OCB concept and called it a willingness to cooperate (willingness to cooperate). In 1964, Katz used a similar concept and described it as an innovative and spontaneous behaviour (innovative and spontaneous behaviours) (Budihardjo, 2004). The OCB, according to Smith et al, was the behavior of workers who exceeded his formalized duties and contributed to the effectiveness of the Organization (Sahertian, 2010). Robbins (2009) and Malvern et al (2011) state that one of the factors that could affect the creation of OCB is job satisfaction, because a satisfied employee will be more likely to speak positively about the organization, help other individuals and pass through Normal expectations in their work.

While the defendant of the satisfaction of the work itself is an emotional expression that is positive or pleasant, as a result of the judgment of a work or work experience (Lock; in Luthans, 2006). Organ and Moorman found that satisfied employees would usually demonstrate the behavior of organizational citizenship behavior, such as assisting co-workers and becoming more cooperative (Luthans, 2006). Meanwhile, Werther and Davis are strengthened by the opinion of Ivancevich et al (2007) stating that job satisfaction can be influenced by quality of working life.

Quality of work life is a major problem that deserves the organization's attention (Lewis et al, 2001). The quality of work life also grows the desire for employees to stay and remain within the organization. It can also be assessed that the employee showed his gratitude towards the company's treatment of him. Riggio (2009) states that the quality of working life is determined by the compensation that employees receive, the opportunity to participate in the organization, occupational safety, design work and the quality of interactions between members of the organization. Jati (2013) and Asgari et al (2012) state the relationship between quality of working life and organisational commitment with OCB.

In order to assist the local government of Bireuen Regency to succeed the service to the community, it takes a government apparatus capable of carrying out its profession with the attitude of professionalism and high OCB supported with the quality High working life also to create job satisfaction for employees of the regional secretariat of Bireuen regency. Researchers realize fully that in providing excellent service to the public is not easy, therefore it is expected to head of the regional secretariat of Bireuen regency to be able to guarantee the quality of work life and Optimal job satisfaction to all existing employees. Because only employees who have an optimal job satisfaction that can provide maximum service to the community.

Research relating to the influence of quality of work life on work satisfaction and OCB has been basically done by many other researchers, including research conducted by Jati (2013) shows the relationship between quality Working life and organisational commitment with OCB. Asgari et al (2012) found that there was a significant link between the quality of working life against OCB. The research from Muljani, Alhabsji and Hamid (2012) states that the quality of working life is positively and significantly impactful work satisfaction. Then reemphasized with the research from Hendarto (2013) stating that there is a considerable and significant influence between the job satisfaction of OCB. So that distinguishing this research with previous research is to work satisfaction as a intervening variable that connects the influence between quality of working life against OCB.

So many complaints from society and the presence of demonstration action from college students from various universities in the vicinity of Bireuen Regency showed that OCB from local government employees of Bireuen Regency, especially the regional secretariat Bireuen district has not been optimal. This is seen from the complaint from the community stating that the employee service is still less satisfactory. Still found officers who were in the cafeteria even outside the office environment during business hours. Not all employees want to work overtime and employees only want to do that is the responsibility of his work.

With regards to job satisfaction it is found that not all employees in the regional secretariat of Bireuen regency really love their work, the leader who has less attention and does not want to help his subordinate work also cause Lack of employee satisfaction, and still the discovery of employees who have conflicts with their co-workers. And most disappointing officers are not all employees get a career increase fairly and evenly.

The phenomenon is also interesting described in this research related to the quality of work life of employees is a less comfortable working atmosphere of both the layout and position of the room that does not support employee work. Lack of appreciation for employees who achievers lead to low work satisfaction and OCB employees, and colleagues who do not give a working spirit to fellow officers in the Secretariat of the Bireuen district also caused low OCB Of the Bireuen District Secretariat.

Based on theoretical descriptions and phenomena that researchers find in the regional secretariat of Bireuen District, researchers feel interested to test the extent of "quality impact analysis on Organizational Citizenship Behavior with job satisfaction as a Intervening variable".

2. Library Overview

2.1. Organizational Citizenship Behavior

The effectiveness of an organization is determined by the behaviour of the individuals in it. These behaviors include not only in-role behavior, but are expected to further elicit the extra-role behavior of the individual. Extra-role behavior is often referred to as OCB. Researchers use different terms in calling OCB. There are researchers who refer to OCB as Extra-Role Behavior (Pearce & Gregersen, 1991; Wright, et al., 1993; In Sahertian, 2010), and some researchers emphasized OCB as an extra-role (Bateman & Organ, 1983; Smith et al, Dyne et al, 1994; In Sahertian, 2010). But it all leads to a common sense of behavior that works not only on what is in-role.

According to the OCB Organ is a special type of work habit that defines as the behavior of individuals who are very beneficial to the organization and is freedom of choosing, indirectly or explicitly recognized by the system A formal award (Hoffman et al, 2007). The Organ further mentions that OCB is a constructive behaviour, but is not included in the formal job description of employees (Saragih & Joni, 2007).

Based on the descriptions of some of the OCB's defendant it can be concluded that OCB is a positive behaviour given by employees to organizations where employees want to work extra outside of their job descriptions. With OCB employees can be more active in working with voluntary, willing to help colleagues and ready to work whenever needed by the leader. So it is clear that OCB is indispensable for every element in the organization.

According to the quality of work life Spector is the main determinant of the OCB employee. Employees who have a high quality of working life will encourage OCB, as it has greater possibilities for positive talk about the organization, the willingness to help other individuals, and to perform performance that exceeds Normal estimate (Robbins & Judge, 2008). Indications of OCB that include employees will have an impact on high organizations (Chen et al., 1998; in Triyanto and Elisabeth, 2009). High OCB levels depict high levels of productivity, low attendance, and job satisfaction with employees working within the organization. Based on opinions from experts, it can be concluded that the quality of work life and work satisfaction is a variable that can affect the low OCB of an employee.

2.2. Job satisfaction

According to experts, success in managing human resources is indicated by the satisfaction of its employees, increasing OCB, and achieving the objectives of the company. Robbins (2008) devoted work satisfaction as the general attitude of an individual to his work, further explained that a person with high employment satisfaction showed a positive attitude towards the job, otherwise someone Who were unhappy with his work showed a negative attitude toward the work. Job satisfaction is a positive feeling about the work of a person that is the result of an evaluation of its characteristics (Robbins & Judge 2008:107). Meanwhile, according to Hasibuan (2007:202) "Job satisfaction is an emotional attitude that pleases and loves his work. This attitude is reflected by working morals, discipline and job achievement. Job satisfaction enjoyed in work, outside work and combinations in and out of work ".

Based on some of these, it can be concluded that job satisfaction is a feeling of pleasure or displeasure by an employee of the work experience in which they work. The satisfaction of such work can lead to comfort in working and can encourage a person to stay working in the organization.

Ivancevich et al (2007) states that the purpose of quality of work life is to increase employee confidence, engagement, and problem solving thereby improving both employee satisfaction and organisational effectiveness. Based on the statement it is obvious that the quality of working life can affect the job satisfaction of an employee.

2.3. Quality of work life

The term quality of work life was first introduced at the International Labour Conference in 1972, but only received attention after United Auto Workers and General Motor took the initiative to adopt quality practices Working life to change the working system. Quality of work-life formulates that every policy process decided by the company is a response to what their employees desire and hopes for, it is realized by sharing issues and incorporating their views (companies and employees) into the same goal of improving employee and company performance.

Riggio (2009) states that the quality of working life is determined by the compensation that employees receive, the opportunity to participate in the organization, occupational safety, design work and the quality of interactions between members of the organization. Ivancevich (2006) defines the quality of working life as a philosophy and management practice that enhances employee self-esteem, introduces cultural change, and provides opportunities to grow and thrive. Rethinam and Ismail (2008) Define quality of working life as the effectiveness of work environment that can meet the needs of more meaningful organization and personal in shaping the values of employees, where the values can support and promote better occupational health and well-being, occupational safety, job satisfaction, competency development and balance between work life and non-working life.

So, it can be concluded that the quality of working life is all advocates of work both in terms of complete facilities and infrastructure and a comfortable working environment both from leadership and co-workers who can support employee work in the organization. With the optimal quality of work life is expected to create work satisfaction and OCB in every employee.

2.4. Effect of quality work life on job satisfaction

Research that has proved the influence of quality of work life toward work satisfaction seen from the research of Muljani, Alhabsji and Hamid (2012) stated that the quality of work life is significant to the job satisfaction Employees on educators led by women leaders at the Widya Mandala Catholic University of Surabaya. Then reemphasized with the results of the research from Purnomo (2012) stating that the quality of working life is positive and significant to the work satisfaction of nurses in Sumberglagah Pacet Mojokerto Hospital. Research results from Arifin (2012) showed that quality of work life does not affect employee satisfaction on CV. Duta Senenan Jepara.

Hence the 1st hypothesis in this study, namely:

H1: Quality of work life significantly affects job satisfaction

2.5. Quality effect of working life on OCB

Research that proves the quality influence of working life on OCB can be seen from the research of Jati (2013) showing the relationship between quality of work life and organisational commitment with OCB. Subsequent research from Asgari et al (2012) found that there was a significant link between the quality of working life with OCB. May and Lau's research shows that the quality of working life positively affects the organizational performance and grows the desire to stay in the Organization (Husnawati, 2006).

Hence the 2nd hypothesis in this study, namely:

H2: Quality of work life significantly affects OCB

2.6. Effect of work satisfaction on OCB

Research showing the influence of work satisfaction on OCB supported with the research of Rahmi (2013) results showed that the work satisfaction was positive and significant to OCB teachers remained in state high school in East Lombok. Rahman (2013) mentions that work satisfaction radiated the relationship between self-efficacy and OCB guru MAN in Sulawesi. Later research from Budiawan (2012) concluded that the simultaneous work satisfaction had a significant influence on OCB, but was partially insignificant to the OCB employees at PT. Intiland TBK. Reemphasized with the research of Hendarto (2013) stating that the job satisfaction is significant enough to the OCB of the civil servants of the fishery and livestock Service of the Government of Samarinda.

Hence the 3rd hypothesis in this study, namely:

H3: Job satisfaction significant effect on OCB

2.7. Job satisfaction to radiate quality relationship of work life against OCB

Job satisfaction of the work of working life quality relationship to OCB is evident from the research conducted by Purnomo (2012) stating that the quality of working life is positive and significant to the work satisfaction of nurse at home Leprosy in the hospital. Then combined with research from Hendarto (2013) stating that the satisfaction of work has significant significance to the OCB of the civil servants of the fisheries and Livestock Service of the Government of Samarinda.

Hence the 4th hypothesis in this study, namely:

H4: Work satisfaction to improve working life quality relationship to OCB

Based on the proof of quality of work life on work satisfaction and OCB that has been described previously, the researcher can formulate the conceptual framework in the study as follows:

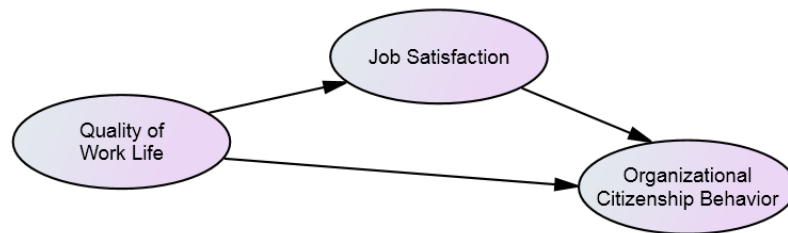


Figure 1. Conceptual framework
Source: Developed in this research

3. Research Methods

The object of the study was the clerk of the Bireuen District Secretariat. The location of this research is conducted at the Office of the Regional Secretariat of Bireuen Regency which is located at the Sultan Malikussaleh Street, Cot Gapu Bireuen. The research model used in this study is a Structural Equation Modelling (SEM) model with the help of AMOS version 20.0. The type of research used is quantitative research.

3.1. Variable operational defencontents

1. Quality of work life (X) as a free Bariabel with 4 (four) indicators that adopt the opinions of Wyatt and Wah (2001).
2. Job satisfaction (Y) as a intervening variable with 5 (five) indicators that adopt the opinion of Hariandja (2005)
3. OCB (Z) as a variable tied with 6 (six) indicators that adopt the opinion of the Organ (2006)

The population in this study was all employees of the regional secretariat of Bireuen regency amounting to 176 employees. To determine the samples in this study should consider the research model used. In SEM the ideal number of samples between 100-200 (Hair et al., 2009) and should also consider the number of indicators that exist in the model. Hair DKK (2009) Further says for the determination of the number of samples can amount to 5-10 from the number of indicators. In this study there were 15 indicators so that the number of samples could range between 75-150 respondents. The sample count is determined by multiplying the number of indicators by 7, resulting in a total sample of $15 \times 7 = 105$ respondents. Plus 5 respondents in case of outlier data. So, the total samples were entirely 110 respondents.

Sampling using non probability sampling methods with sampling techniques purposive sampling. Which means that it can be used as a respondent only the employee who has a working period of more than five years. With consideration that employees who have a work period of more than five years will be more visible job satisfaction and its OCB.

In this study the survey method was conducted using questionnaires directly disseminated to the officials of the regional secretariat of the Bireuen District government. The technique of data collection by using a Likert 5-1 scale, where 5 represents a very agreed statement and 1 represents a very disagreeable statement (Sugiyono, 2012).

The following will be presented full model images using intervening variables in this study:

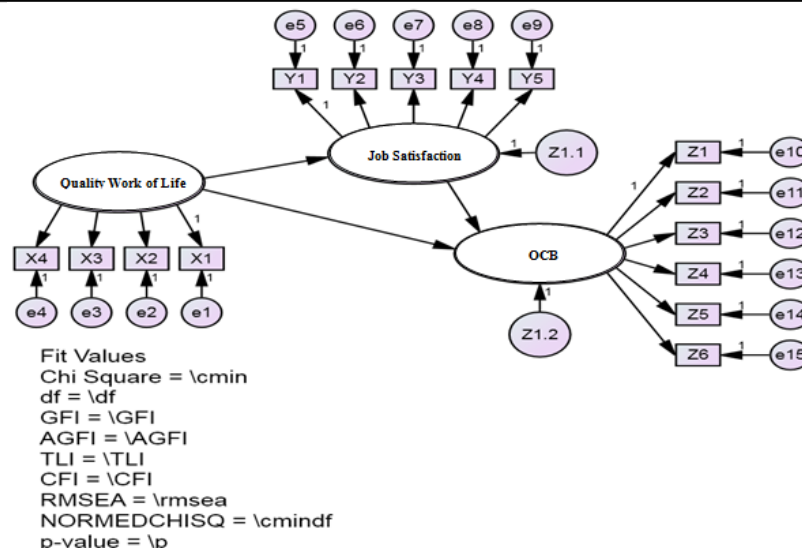


Figure 2. Full Research Model
 Source: Developed in this research

3.2. Intervening Effects (mediation)

The mediation Model was first once introduced by Baron & Kenny (1986), explaining the procedure of variable analysis of mediators simply through regression. The point according to Baron & Kenny (1986) requires that a variable be said to be a mediator if the result is: (1) Line – c: significant, (2) line – A: significant, (3) line – B: Significant, (4) Line C ': not significant. To be expressed as a mediator, the X-to-Y relationship of the 3rd equation should be insignificant (zero), or called complete mediation. But if the 1-3 equation is fulfilled, but the equation 4 is not, then it is called a partial mediation.

3.3. Hypothesis Testing

The hypothesis testing in this study was conducted by analyzing the P (Probability) value in the results of data regression weights, compared to the required statistical limitations. According to Ferdinand (2002), to test the hypothesis on the causality developed in the model, it needs to be tested a zero hypothesis that states that the regression coefficient between relationships is equal to zero through test-t prevalent in regression models. Statistical tests are conducted by observing the significance level of the relationship between variables indicated by the value of probability (P). A significant relation marked with a value of P is smaller than 0.05.

4. Research and discussion results

4.1. Descriptive respondent's answer

Based on the results of the calculation analysis using SPSS version 16.0 found that the mean of the respondent's reply on the respondent's statement relating to OCB clerk of the Bireuen District Secretariat was found that the average (Mean) The respondent's answer is 3.749 or on a scale of 4 (Agreed). In other words, the clerk of the District Secretariat of Bireuen has a good OCB.

Similarly, the statement relating to the satisfaction of employees of the regional secretariat of the Bireuen Regency was found that the average respondent's response was 3.792 or on a scale of 4 (Agreed). Thus, it can be concluded that the officers of the regional secretariat of Bireuen Regency have high job satisfaction.

Based on the results of the calculation analysis for respondents' answers on the statement on the quality of work life of the officers of the Regional secretariat of Bireuen District, it was discovered that the average respondent's response was 3.640 or at scale 4 (Agree). Thus, it can be concluded that the officers of the regional secretariat of Bireuen Regency have a good quality of working life.

4.2. Instrument Validity Test

In SEM validity testing is carried out with Confirmatory Factor Analysis (CFA) Each of the construction is by looking at the value of Loading Factor of each indicator. An indicator is said to be valid when the value of loading factor for each item or its indicator is larger 0.60 (Ghozali,

2013; and Hair et al, 2010). The validity test in this study was carried out against exogenous construction and endogenous construction. The following will be served a CFA test for each variable.

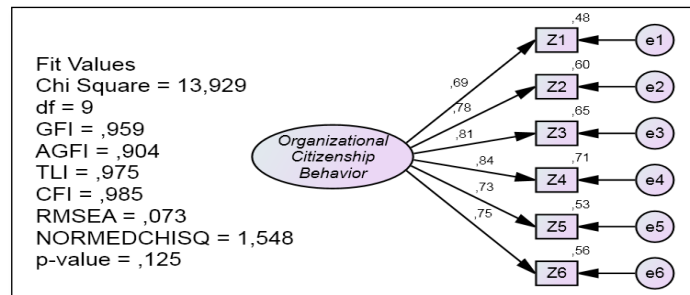


Figure 3. OCFA Variable CFA Test

Based on Figure 3 it is obvious that all indicators of the data OCB variables are valid. It is known from the value of loading factor of all indicators of the OCB variable nothing below 0.60 (Ghozali, 2013).

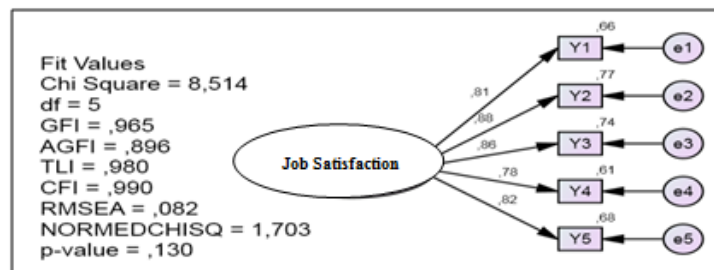


Figure 4 . CFA Test Variable Job Satisfaction

Based on Figure 4 it is clear that all indicators of the data satisfaction variable are valid. This is known from the value of loading factor of the entire indicator of the work satisfaction variable nothing below 0.60 (Ghozali, 2013).

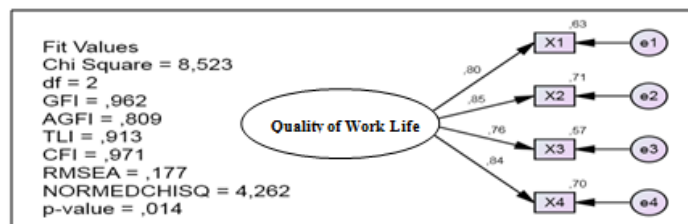


Figure 5. CFA Test Variable Quality of Work Life

Based on Figure 5, it is clear that all indicators of the variable quality of work life of the data are valid. This is known from the *loading factor* values of all indicators of the variable quality of work life none below 0.60 (Ghozali, 2013).

4.2. Reliability Test

The reliability test was carried out in three ways namely *Construct Reliability* (CR), *Variance Extracted* (VE). The reliability test results can be seen in the following table 1:

Table 1
Conclusions on the Results of *Construct Reliability* and *Variance Extracted* Tests

NO	Variable	Test				Conclusion
		<i>Construct Reliability</i>		<i>Variance Extracted</i>		
		<i>Cut of Value</i>	<i>Acquisition value</i>	<i>Cut of Value</i>	<i>Acquisition value</i>	
1	OCB	0.70	0.895	0.50	0.588	Reliable
2	Job satisfaction	0.70	0.917	0.50	0.690	Reliable

3	Quality of Work Life	0.70	.884	0.50	.656	Reliable
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Based on the data as shown in table 1 can be explained that the entire CR value is above or greater than 0.70 and the VE value is above 0.50. Thus, the entire construct in this study is reliable so that the model formed is worthy to be tested in the later stages.

4.3. Testing of SEM assumptions

There are at least 4 criteria of SEM assumption that must be tested i.e. sample size, data normality, outlier data and multicollinearity or singularity.

1. Sample size

All of the questionnaires are 110 questionnaires that have been returned by respondents. After the data analysis process using the AMOS-20 device with the SEM model there are 5 data outliers (data is extreme or very different from other data), so the 5 data must be discarded from the sample. So, after analysed the final sample amount in this study was 105 samples.

2. Test Data normality

Based on the analysis of the Output AMOS-20 data that the critical ratio value Skewness No univariate value is outside the value range of ± 2.58 . Thereby summed up the whole data univariate is a normal distribution, as well as multivariate the critical value ratio kurtosis is also within the range of ± 2.58 i.e. 1.519 then it can thus be deduced either Univariate and multivariate the data in this research with a normal distribution.

3. Test Outlier Data

Based on outlier data analysis results it appears that the overall data has a value of P1 or P2 above 0.05 thereby all the data in the study there is no outlier data.

4. Multicollinearity and Singuliritas Data

Based on the multicollinearity test results showing the value Determinant of sample covariance matrix of 0.800 very far from 0 it can be said that there is no multicollinearity among endogenous variables in this study.

4.4. Model Conformance Test

The model conformance test is done through a flowchart in the full model equation, which is the test conducted against the overall variables of either exogenous or endogenous that have been combined into a single diagram (path) intact through variant matrix or covariant and the full model was referred to as the research model. Full model test is done in two stages, full model SEM before modification and full model SEM after modification.

The full model before modified test is presented to see how far the initial model was formed in fulfilling the Goodness of Fit (GOF) criteria before the model was modified. The following will be presented full model images before being modified.

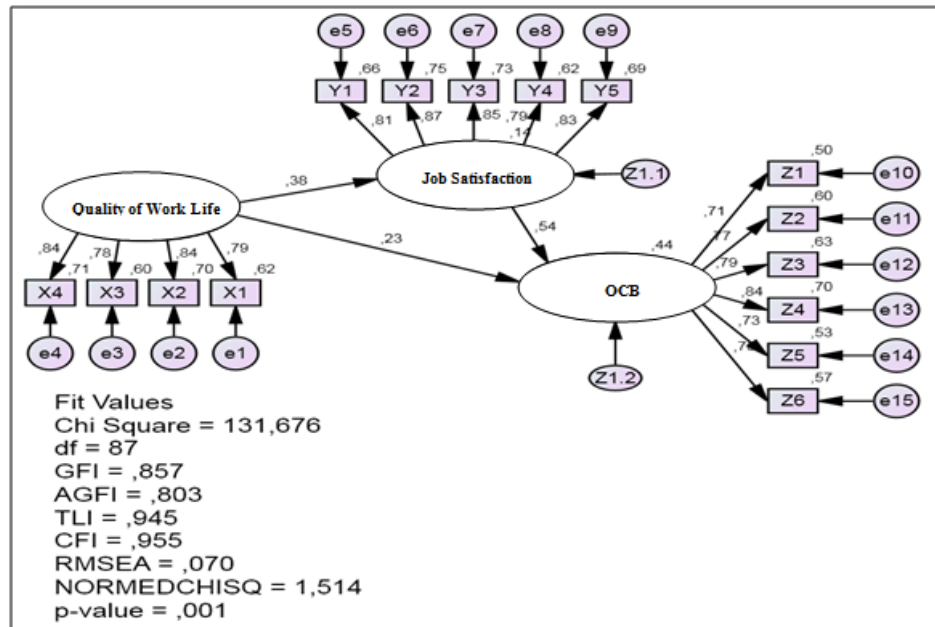


Figure 6. Full Research Model Before Modification

Based on Figure 6 it is obvious that not all Of the Goodness of Fit (GOF) values meet the required criteria, for example the GFI value is still marginal ($0.857 < 0.90$), the AGFI value is also still marginal ($0.803 < 0.90$), and the P-value value is still poor. Thus, the research model is not appropriate and has not been able to explain the research model properly and well, so that thus the model needs to be done modifications.

A full model after modified test is intended for a model to be formed to meet GOF requirements. Modifications are done by connecting any errorterm suggested by the system, in order to increase the GOF value that has not yet fulfilled the criteria. The following will be presented full model image after modified.

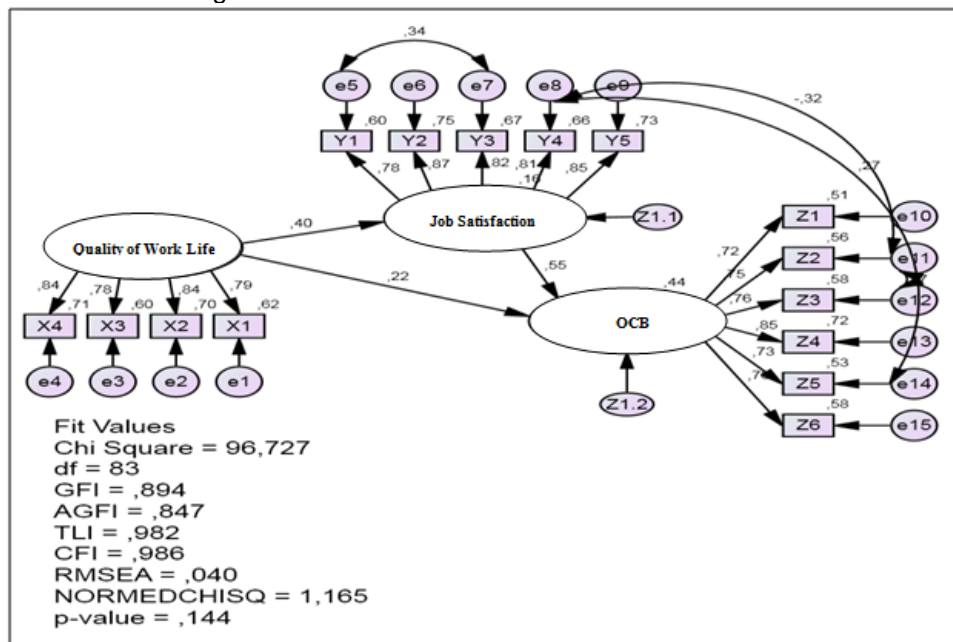


Figure 7. Full Research Model After Modification

Based on Figure 7 it is clear that all the construction used to form this research model has fulfilled the criteria of GOF. Like the Chi-square, TLI, CFI, RMSEA, CMIN/DF values that have fulfilled the required criteria and more reemphasized with the P-value value of 0.144 which

is greater than 0.05 indicates that the model formed has been very significant. Except the values of GFI and AGFI are still marginal but are approaching well.

4.5. Discussion

To answer the entire hypothesis that exists in this study it will be presented the table of results of the regression weights output AMOS-20 as follows:

Table 2
Regression Weights

			Estimate	Std. Est.	SE	CR	P.
Job satisfaction	<---	Quality_Life_Work	, 455	, 405	'124	3,652	***
Organizational_Citizenship_Behavior	<---	Quality_Life_Work	, 208	, 219	'097	2,153	'031
Organizational_Citizenship_Behavior	<---	Job satisfaction	, 464	, 547	'100	4,627	***

According to table 2 will be detailed in detail to be able to clearly answer the hypothesis of this research as follows.

1. Quality of work life significantly affects job satisfaction

Based on the results of the analysis it is evident that the quality of work life significantly affects the job satisfaction with the value of regression weight standardized estimate of 0.405 and probability value (***) which means very significant.

2. Quality of work life significantly affects OCB

Based on the results of the analysis it is evident that the quality of working life significantly affects OCB with the regression weight value standardized estimate of 0.219 and probability value of 0.031 which is smaller than 0.05 which means Very significant.

3. Job satisfaction significant effect on OCB

Based on the results of the analysis it appears that work satisfaction significantly affects OCB with the value of regression weight standardized estimate of 0.547 and probability value of (***) which means very significant.

Job satisfaction of working the quality relationship of work life against OCB

To find out whether or not to work satisfaction on the influence between quality of working life with OCB, can be seen in the following image test result Sobel:

Input:	Test statistic:	Std. Error:	p-value:
a 0.455	Sobel test: 2.87814293	0.07335285	0.00400024
b 0.464	Aroian test: 2.83788017	0.07439356	0.00454142
s _a 0.124	Goodman test: 2.92016949	0.07229717	0.00349841
s _b 0.100	Reset all	Calculate	

Based on the results of the calculations found line-A (0.0001), pathway-B (0.0001), line-C (0.031), and Line-C ' (0.004). It can then be concluded that work satisfaction is a partial mediation of the influence of quality of work life towards OCB. This means that job satisfaction not only affects directly to increase OCB officers but can also be an intermediary between the quality of working life of OCB officials of the regional secretariat of Bireuen regency.

5. Conclusion and suggestion

5.1. Conclusion

Based on the discussion that has been outlined earlier, this research can provide the following conclusions:

1. Quality of work life significantly affects job satisfaction
2. Quality of work life significantly affects OCB
3. Job satisfaction significant effect on OCB
4. Job satisfaction of partial-mediation work life quality relationship to OCB

5.2. Suggestion

This research resulted in some practical implications aimed specifically at the leadership of the regional secretariat of Bireuen regency as follows:

1. To increase OCB from the clerk of the District Secretariat, Bireuen, the efforts that can lead to do is to improve the quality of work life and work satisfaction from employees. Because it has been proved that the quality of work life and job satisfaction give a significant effect on the increase of OCB.
2. To improve employee satisfaction of regional secretariat of Bireuen Regency, the efforts that can be led are: The leader must be able to give full attention to the employee, for example, willing to help employees work and sympathize To the problems experienced by the employees, there is a career advancement for all employees in a fair and equitable manner, and a well-established co-worker relationship is also proven to encourage employee satisfaction work.
3. To increase OCB employees should also be considered about the quality of the work life of the employees themselves. The efforts that can be done to improve the quality of employees ' work life can be pursued through: comfortable and conducive work atmosphere, leadership that supports staff work, and award-winning such as: Charters and medals or Promotions for outstanding employees.

5.3. Limitation of research

This research has some limitations including: too few samples, so it can not represent the overall statement of employees. This research uses only three varibells in its research, but still many other variables that can affect the OCB level of an employee, including: organisational commitment, self-efficacy, leadership and so forth. So, it is hoped to further research to be able to add those variables in research related to OCB.

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