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## The influence of work motivation, job satisfaction, and organizational commitment on the organizational citizenship behavior of employees at the department of tourism and culture

Ronal Regen<sup>1\*)</sup>, Desmita Linda<sup>1</sup>, Hermendizal Hermendizal<sup>1</sup>, Juanda Sasmita<sup>1</sup>, Jufriyanto Jufriyanto<sup>1</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi, Keuangan Perbankan dan Pembangunan, Padang, Indonesia

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### ABSTRACT

This study aims to determine the effect of work motivation, job satisfaction, and organizational commitment on the Organizational Citizenship Behavior of the Employees of the Tourism and Culture Office of Kerinci Regency. This study uses a quantitative research type method, where the sampling technique uses a total sampling technique, with a total sample of 31 employees of the Tourism and Culture Office of Kerinci Regency. The analysis technique is multiple regression analysis. The results of this study are either partially or simultaneously, work motivation, job satisfaction, and organizational commitment have a positive and significant impact on the Organizational Citizenship Behavior of the Kerinci Tourism and Culture Office Employees. The magnitude of the effect is 57.6%.



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### Corresponding Author:

Regen, R.,  
Sekolah Tinggi Ilmu Ekonomi, Keuangan Perbankan dan Pembangunan, Padang, Indonesia  
Email:ronal.regen64@gmail.com

## Introduction

*Organizational Citizenship Behavior* (OCB) is a helpful attitude shown by members of the organization, which is constructive, valued by the company but not directly related to individual productivity (Steers, Porter, Bigley, 1996). According to Organ (2006), OCB is a form of behavior that is an individual choice and initiative, not related to the formal organizational reward system but in the aggregate increases organizational effectiveness. This means, the behavior is not included in the job requirements or job description of the employee so that if it is not displayed, no punishment is given.

According to Organ (2006), OCB consists of five dimensions: (1) altruism, namely the behavior of helping lighten work addressed to individuals in an organization, (2) courtesy, namely helping co-workers prevent problems arising in connection with their work by providing consultation and information and respecting their needs, (3) sportsmanship, namely tolerance to less than ideal situations at work without complaining, (4) civic virtue, namely being involved in organizational activities and caring for the survival of the organization, (5) conscientiousness, namely do things that benefit the organization such as obeying the rules of the organization.

The Kerinci Regency Tourism and Culture Office is an agency that has the duties and responsibilities of assisting regional heads in carrying out planning, research and development support functions having a strategic role in preparing quality development plans for the realization of regional development goals. In carrying out work, there is still work that should be completed together, but only relies on one person, because in reality there are some employees who are not fully willing to help colleagues to complete the work in the office, and there are still employees who do not comply with working hours, be late to the office, leave the office without official permission, and often extend breaks, even though the employee discipline rules have been implemented in accordance with applicable regulations, not working overtime if there is work that has not been completed so that work is often delayed and cannot be completed on time. This situation is not good for the organization, because the target of an activity or work is not achieved properly.

Table 1 <Indication of Low Organizational Citizenship Behavior (OCB)>

No	Problem	Amount	Percentage (%)
1	Not disciplined/absent during working hours	13	43,33
2	Not working overtime if any unfinished work	12	40.00
3	Less helpful colleagues	14	46,67
4	Less active in office activities	12	40.00
5	Complaints about his job	10	33,33
6	Did not heed the warning	13	43,33

Source: Interview with the Kerinci Regency Disparbud Secretary 2022

Table 1 shows that indications of low Organizational Citizenship Behavior (OCB) in Kerinci Regency Tourism and Culture Office employees can be seen from: as many as 43.33% (13 people) were undisciplined/absent during working hours, as many as 40.00% (12 people) did not work overtime if there was work unfinished, as much as 46.67% (14 people) did not help colleagues, as much as 40% (12 people) were less active in office activities, as much as 33.33% (10 people) complained about their work, and as many as 43.33% (13 people) did not heed the warning.

This means that organizational citizenship behavior (OCB) implemented at the Tourism and Culture Office of Kerinci Regency has not been implemented optimally, this is because employees still lack good work discipline, do not work overtime if there is work that is not finished, lack of help among fellow employees, less active in office activities, complains about his work and does not heed the warnings given by the leadership. With low Organizational Citizenship Behavior (OCB) behavior, it will result in bad relations between employees, jealousy and an attitude of not wanting to help colleagues, so that work cannot be completed on time, decreasing organizational stability, employee disobedience to the organization, and resulting in organization cannot provide optimal service

## Method

The population and sample in a study have a central and decisive role (Muri A., 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all 31 employees of the Tourism and Culture Office of Kerinci Regency.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Organizational Citizenship Behavior  
a = Intercept Constant  
X1 = Work Motivation,  
X2 = Job Satisfaction,

X3 = Organizational Commitment and  
b1, b2, .... = Regression Coefficient  
e = Error Term

#### Normality test

This test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. As for this research, the Kolmogorov-Smirnov test was carried out, the test results of which can be seen in the following figure:

Table 2 <Normality Test>

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		46
	Means	,0000000
Normal Parameters, b		175,450,245
	std. Deviation	,108
Absolute Most Extreme Differences Positive		,098
	Negative	-,108
Kolmogorov-Smirnov Z		,730
asympt. Sig. (2-tailed)		,661

Source: processed primary data, 2022

From the table above we can see that the Kolmogorov-Smirnov test results show a number of 0.730 and have an asymptotic Sig value. Amounting to 0.661 where the number is greater than 0.05 which indicates that the data is normally distributed.

#### Multicollinearity Test

This test aims to test whether in the regression model a correlation is found between the independent variables (Ghozali, 2015). In this study, to detect the presence or absence of multicollinearity in the regression model, it can be seen from the tolerance value and Variance Inflation Factor (VIF). The results of the multicollinearity test can be shown in the following table:

Table 3 <Multicollinearity Test Results>

Model	Collinearity Statistics	
	tolerance	VIF
(Constant)		
MK	,652	1,533
KK	,611	1,637
1 KO	,783	1,278

Source: processed primary data, 2022

In the table it can be seen that the multicollinearity test results show that the VIF value of all independent variables in this study is less than 10, namely Work Motivation is 1.533, Job Satisfaction is 1.637 and Organizational Commitment is 1.278 and the Tolerance value of all independent variables is more than 0.10, namely Work Motivation of 0.652, Job Satisfaction of 0.611 and organizational commitment of 0.783 which indicates that there are no symptoms of multicollinearity in this study.

#### Heteroscedasticity Test

A good regression model is that there is no heteroscedasticity. To test whether there is heteroscedasticity, this study uses the Glejser test. If sig > 0.05, there are no signs of heteroscedasticity.

Table 4 <Heteroscedasticity Test>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1,477	2,086		,708	,483
	MK	,013	,069	.034	,183	,856
	KK	.081	,097	,160	,832	,410
	KO	-.081	,061	-,227	-1.335	,189

Source: processed primary data, 2022

The table above shows that the significant value of the heteroscedasticity test results for each variable is greater than 0.05. Work motivation variable with a significant 0.856, job satisfaction variable with a significant 0.410, and organizational commitment variable with a significant 0.189. This means that there are no symptoms of heteroscedasticity in the regression model used.

### Multiple Linear Regression Analysis

Making multiple regression equations can be done by interpreting the numbers in the unstandardized coefficient beta. Following are the results of the SPSS version 25 test table:

Table 5 <Multiple Linear Regression>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	7.303	3,177		2,299	,027
	MK	,343	,105	,406	3,269	,002
	KK	,279	,125	,454	2,227	.031
	KO	,340	.092	,418	3,681	,001

Source: processed primary data, 2022

From the table above, the multiple regression equation can be arranged as follows:  $Y = 7.303 + 0.343X_1 + 0.279X_2 + 0.340X_3$

From the regression equation above, several things can be interpreted, including:

1. The constant value of the above equation is 7.303. This figure shows the level of OCB when the levels of Work Motivation, Job Satisfaction and Organizational Commitment are ignored.
2. The Work Motivation variable has a regression coefficient value of 0.343. A positive coefficient value indicates a positive relationship between work motivation and OCB level. This means that if there is an increase in work motivation, the OCB value will increase by 0.343 assuming the other independent variables are considered constant.
3. The Job Satisfaction variable has a regression coefficient value of 0.279. A positive coefficient value indicates a positive relationship between Job Satisfaction and OCB level. This means that if there is an increase in Job Satisfaction, the OCB value will increase by 0.279 assuming the other independent variables are considered constant.
4. The Organizational Commitment variable has a coefficient value of 0.340. It also shows a positive relationship between Organizational Commitment and OCB. It can be concluded that if there is an increase in commitment, the OCB value will increase by 0.340 assuming the other independent variables are held constant.

### T Test (Partial Test)

The t test is a test used to test the average similarity of the independent variables used in the assessment. The t test is analyzed by comparing the value of t count with t table if t count > t table with a significant level for a two-way test of 5% (0.05), and the number of respondents is 31 people, then we get t table is  $df = n - k$  ( $31 - 4 = 27$ ), so that t table = 2.05183 is obtained.

1. Work motivation has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) Kerinci Regency Tourism and Culture Office.  
Based on the calculated analysis, the sig. of 0.002, the value of sig. smaller than alpha 0.05 ( $0.002 < 0.05$ ) or  $t_{count} > t_{table}$  ( $3,269 > 2.05183$ ). Thus Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency.
2. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) of the Tourism and Culture Office of Kerinci Regency.  
Based on the calculated analysis, the sig. of 2.227, the value of sig. smaller than alpha 0.05 ( $0.031 < 0.05$ ) or  $t_{count} > t_{table}$  ( $2,227 > 2.05183$ ). Thus Job Satisfaction has a positive and significant effect

on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency.

3. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) of the Kerinci Regency Tourism and Culture Office.  
Based on the calculated analysis, the sig. of 0.001, the value of sig. smaller than alpha 0.05 ( $0.001 < 0.05$ ) or  $t_{count} > t_{table}$  ( $3,681 > 2.05183$ ). Thus Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency.

#### F Test (Simultaneous Test)

The F statistical test basically shows whether all the independent variables have a joint effect on the dependent variable. The results of this F test calculation can be seen in the following table:

Table 6 <F Test Results>

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	188,456	3	62,819	19,047	,000b
	residual	138,523	27	3,298		
	<b>Total</b>	<b>326,978</b>	<b>30</b>			

Source: processed primary data, 2022

From the results of the regression analysis it can be seen that together the independent variables have a significant influence on the dependent variable. This can be proven from the Fcount value of 19.047 with a significance value (sig) of 0.000, while Ftable at the 5% significance level of 2.96 so that from the calculation results it appears that  $F_{count} > F_{table}$  ( $19.047 > 2.96$ ) and a significance value (sig) is smaller than 0.05 ( $0.000 < 0.05$ ), it can be concluded that work motivation, job satisfaction and organizational commitment jointly affect Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency.

#### Coefficient of Determination

Test the coefficient of determination to find out how closely the influence of work motivation, job satisfaction and organizational commitment has on employee OCB, which can be seen in the table below:

Table 7 <Determination Coefficient Results>

Model	R	R Square	Adjusted Square	R	std. Error of the Estimate
1	,759a	,576	,546		1.81608

Source: processed primary data, 2022

Based on the results of data processing using SPSS, it was obtained that the coefficient of determination  $R^2$  was 0.576. This indicated that 57.6% of OCB at the Kerinci Regency Tourism and Culture Office was influenced by variations in the three independent variables used, namely work motivation, job satisfaction and organizational commitment, while the rest is influenced by other factors of this study. Thus the relationship between the three variables can be said to be quite strong because Rsquare is worth more than half of the factors that influence OCB.

#### Discussion

##### *Effect of Work Motivation on Organizational Citizenship Behavior(OCB) at the Kerinci Regency Tourism and Culture Office.*

Based on the results of the research that has been done, it is known that the variable of work motivation influences organizational citizenship behavior (OCB) of employees of the Kerinci Regency Tourism and Culture Office. This means that employees who have work motivation will work as well as possible without coercion to achieve the desired goals, this behavior encourages employees to work beyond their actual responsibilities by providing assistance to colleagues who are experiencing difficulties in completing their work without expecting reward. With the work motivation possessed by employees at the Kerinci Regency Tourism and Culture Office, it can lead to Organizational Citizenship Behavior (OCB) behavior,



Soentoro (2013) motivation can affect the behavior of Organization Citizenship Behavior (OCB) because employees feel valued which can generate motivation from within employees, so that it will affect the attitude of those who want to do work outside of their job responsibilities, but Organizational Citizenship Behavior (OCB) behavior This cannot happen if employees do not have high motivation.

The results of this study are supported by the results of research by Widyastuti and Palupiningdyah (2015), Danendara and Mujiyati (2016), Anwar (2014) which state that motivation has a positive and significant effect on Organization Citizenship Behavior (OCB).

***The Effect of Job Satisfaction on Organizational Citizenship Behavior(OCB) at the Kerinci Regency Tourism and Culture Office.***

Based on the results of the research that has been done, it is known that the variable of job satisfaction has an effect on organizational citizenship behavior (OCB) of employees of the Kerinci Regency Tourism and Culture Office. Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. (Hasibuan, 2010: 202). Job satisfaction will affect OCB, because if employees work wholeheartedly and the agency does not hesitate to provide rewards or salaries according to their work, then employees will feel satisfied with what they are doing. Having good bosses and co-workers will also make employees increase their performance and will feel satisfied. If the employee is satisfied with the agency, then the employee is happy to do OCB, for example by helping another employee's unfinished work. So from this statement it can be said that the existence of job satisfaction really supports the achievement of goals or the concept of Organizational Citizenship Behavior (OCB).

This is supported by the results of Ratnaningsing's research. SY (2013) which states that job satisfaction has a positive effect on OCB (Organizational Citizenship Behavior), then Fitrianasari et.al (2013) states that one of the conclusions of their research results is that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB), as well as the results research by Wijaya et.al (2014) concluded that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). Then Rusdiyanto et.al (2015) stated that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB).

***The Effect of Organizational Commitment on Organizational Citizenship Behavior(OCB) at the Kerinci Regency Tourism and Culture Office.***

Based on the results of the research that has been done, it is known that the variable organizational commitment has an effect on organizational citizenship behavior (OCB) of employees of the Kerinci Regency Tourism and Culture Office. Employees who are committed to the organization where they work will try to provide added value to their work by providing assistance to colleagues in the form of Organizational Citizenship Behavior (OCB). Employee Organizational Citizenship Behavior (OCB) behavior appears because an employee is already committed to the organization where they work. These employees tend to give all their best abilities to be able to advance the organization where they work (Luthans, 2006).

The results of this study are in line with the research of Putrana, et al (2016), Danendara and Mujiati (2016), and Sani (2013) which state that organizational commitment has a positive and significant effect on Organization Citizenship Behavior (OCB).

***The Effect of Work Motivation, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency.***

Based on the results of the F test, it shows that work motivation, job satisfaction, and organizational commitment have a significant effect on organizational citizenship behavior (OCB) of Kerinci Tourism and Culture Office employees. In the coefficient of determination test, the R<sup>2</sup> value is 0.576 or 57.6%. These values indicate that the independent variables namely work motivation, job satisfaction, and organizational commitment affect the dependent variable organizational citizenship behavior (OCB) by 57.6% while the rest is explained by factors other than the factors proposed in this study.

## Conclusions

Based on the results of the research that has been described, the following conclusions are obtained:

1. Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency. The sig value is obtained. of 0.002, <0.05 and tcount>ttable (3,269>2.05183).
2. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency. The sig value is obtained. of 2.227 <0.05 and tcount>ttable (2,227>2.05183).
3. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency. The sig value is obtained. of 0.001 <0.05 and tcount>ttable (3,681>2.05183).
4. Simultaneously Work Motivation, Job Satisfaction and Organizational Commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency, this is evidenced by F-count > F-table (19.047 > 2.73) and a significance level of 0.000 <0.05.
5. The magnitude of the influence between Work motivation, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) at the Tourism and Culture Office of Kerinci Regency is 57.6%.

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