

# Job Motivation, Quality Work of Life and Organization Citizen Behavior toward Organizational Commitment

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**Abstract:** PT XXX Jaya Farm Hatchery Pasuruan is a company which engages in breeding of parent stock chicken that have experienced a decline in production output significantly over last 5 years. This decline has caused a decrease in productivity. There is also a gap in job motivation, quality work of life and organization citizen behavior towards organizational commitment. This research aims to determine the effect of job motivation, Quality Work of Life, Organization Citizen Behavior, towards Organizational Commitment. Study at PT XXX Jaya Farm Hatchery Pasuruan either partially or simultaneously, as well as to know which variable were the most significant influence on Organizational Commitment. This research was conducted with quantitative methods. Data collection techniques used is a questionnaire with a sample of 120 respondents. The results of research show that job motivation, quality work of life and organization citizen behavior have simultaneous and partial effect towards organizational commitment. The results of the research stated that the quality work of life is the most significant variable on organizational commitment. Variable Job Motivation, Quality of Work Life and Organizational Citizenship Behavior on organizational commitment, has a strong relationship and the remaining influenced by other variables has not been examined in this study.

## 1 INTRODUCTION

One of the most capable factors to determine the success or failure of an organization is the factor of human resources or HR. Every organization/company expects every employee to have a high commitment to the organization to achieve company goals, because basically the commitment of employees to the organization that ultimately affect the progress of a company as a whole.

There are several factors that influence organizational commitment. In personal factors include job expectations, job motivation. In organization factors include job scope, quality work of life, organization behavior. In non-organization factors include availability of alternative jobs (Sopiah, 2008).

PT. XXX Jaya Farm Hatchery Pasuruan is a subsidiary of PT. XXX Group, a large company in Thailand engaged in various fields, one of the field

is animal husbandry. PT XXX is a company engaged in the DOC (Day Old Chick) and the largest processed food in Indonesia.

Problems that exist in PT. XXX Jaya Farm Hatchery Pasuruan branch is a gap that occurs, where the level of job motivation, quality of work life and organizational citizenship behavior are done well but there is an indication of the level of organizational commitment is still not maximum.

Based on the observations of researchers, it is found that employee turnover rate is quite high. The employee turnover data for 2013-2017 is shown in the graph below:

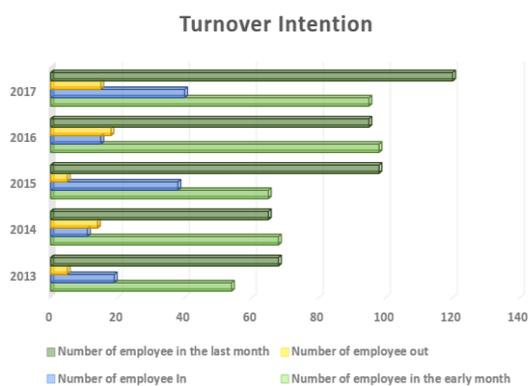


Figure 1: Turnover intention of PT. XXX Jaya Farm 2017.

This figure shows that at PT. XXX Jaya Farm, individuals who are satisfied with their work tend to fulfill the commitment to the organization, resulting in the emergence of employee loyalty to the organization, which ultimately leads the employee to have a sense of dependence and responsibility on the organization. Individuals with low organizational commitment will tend to undertake ways that can disrupt organizational performance such as work slowness and high employee turnover, low commitment employees tend not to survive in an organization because employees with committed low feel does not have an attachment to the organization so this is what triggers employees to not last long working on the company. This is evidenced by the high number of outgoing employees in 2014 and 2016 of about 20.6% and 18.4% and an increase in the number of employees coming in 2017 by 42.1%.

## 2. MANUSCRIPT PREPARATION

### 2.1 Job Motivation

Motivation is a form of encouragement that exists in a person. The impetus comes from internal factors as well as external factors (Chen et al, 2016).

The motivation is divided into two, namely internal and external. Internal motivation occurs when a person wants something, then he will try to perform a certain activity so that what he wants to be achieved, which includes 1) Achievements; 2) Recognition; 3) Responsibility; 5) Growth or the possibility to grow and 6) Work Itself (Allen et al, 2013). External factors arise when the individual does activities that get reciprocity from the outside to achieve their goals, which is influenced by 1) Company policies and administration; 2) Supervision; 3) Wages, salaries or other benefits

including incentives; 4) Interpersonal relationships; 5) Status; 6) Job security and 7) Working conditions (Hezberg, 2012).

### 2.2 Quality Work of Life (QWL)

Quality of work life is one of the forms of applied management philosophy in order to manage the organization in general and human resources in particular. As a philosophy, quality of work life is a management perspective on people, workers and organizations. The key elements of the philosophy are the management's concern about the impact of work on people, the effectiveness of the organization and the importance of employees in problem solving and decision-making especially concerning their work, career, income and fate in the work (Husnawati, 2006).

Successful creation of quality of work life in an organization is an effort that is not easy and should be pursued by both parties, namely the management and employees (Husnawati, 2006).

Quality work of life can be measured through nine dimensions: 1) Employee participation; 2) Conflict resolution; 3) Communication; 4) Occupational health; 5) Work safety; 6) Work security; 7) Decent compensation; 8) Pride; and 9) Career development (Cascio, 2010).

### 2.3 Organization Citizenship Behavior

Organizational citizenship behavior is often defined as the behavior of individuals who have the freedom to choose, which is indirectly or explicitly acknowledged by the reward system and contributes to the effectiveness and efficiency of organizational functions (Novliadi, 2007). Organizational citizenship behavior has three main forms, namely: 1) Obedience; 2) Loyalty and 3) Participation (Organ, 2006). OCB can be measured through five dimensions: 1) Altruism; 2) Civic Virtue; 3) Conscientiousness; 4) Sportsmanship and 5) Courtesy (Organ, 2006).

### 2.4 Organizational Commitment

Commitment in work is perceived as a willingness to provide energy, loyalty to the organization and strive to realize the success of organizational goals. This commitment is characterized by a strong desire to remain as a member of the organization, a desire to strive according to the organizational desires and beliefs and acceptance of the values and goals of the organization so that members of the organization

committed in working to realize the success of the goals of the organization. Commitment is the key to organizational success (Trinantoro, 2005).

## 2.5 Methods

The sampling technique used is total sampling, namely the technique of determining the sample if all members of the population are used as samples. The purpose of using total sampling is for research that wants to make generalizations with very small errors. So that the total sample of this study is 120 employees.

Data collection techniques are the most important step in research because the main purpose of the research is to get data. Data collection technique used in this study is questionnaire.

That is a list of questions which contains several questions related to variables in the study. Based on the suitability between the level of measurement and data collection techniques used by researchers. This questionnaire is given to respondents, namely employees of PT. XXX Jaya Farm Hatchery Unit Gempol Pasuruan.

Data collection by collecting turnover intention data in 2013-2017 was examined and other data related to the company, especially data regarding organizational commitment (Y) in order to support and supplement. The analysis used in this study is quantitative analysis. In quantitative research, data analysis is an activity carried out after data from all respondents or other data sources have been collected. Activities in data analysis include: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the formulation of the problem and performing calculations to test the hypothesis that has been proposed. The analysis technique used by researchers in this study is multiple linear regression analysis techniques. if you intend to predict how the condition (ups and downs) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increased value down).

## 3 RESULT AND DISCUSSION

Based on the results of the research hypothesis testing conducted at PT XXX Jaya Farm Hatchery Pasuruan showed that the calculation of F test known value of F-count of 32.737 and F-table of

2.70 with df the numerator 3 and the denominator 94. Thus it is proven that F-count greater than F-table which means H<sub>0</sub> rejected and H<sub>a</sub> accepted at a significance level of 0.000. This means that there is a significant influence of job motivation (X<sub>1</sub>), quality of work life (X<sub>2</sub>) and organizational citizenship behavior (X<sub>3</sub>) variables simultaneously to organizational commitment (Y).

Job motivation variable when viewed from the result of partial test (t test) get t count value in this research is equal to 2,694 with significance level equal to 0.008 bigger than t table equal to 1.98552 it indicates that there is rejection of H<sub>0</sub> and acceptance of H<sub>a</sub> which mean there is influence of significant variable job motivation (X<sub>1</sub>) to the organizational commitment variable (Y) of 26.8% so that the effect is small because the partial determination coefficient below 50%. And seen from doubled linear regression showed that coefficient value equal to 0.396 stated that addition of job motivation equal to 1 will increase organizational commitment equal to 0,396.

This is in line with the research of Alimohammadi (2013) which explains that there is a significant positive impact between motivation and organizational commitment. So that it can be concluded, the existence of high motivation will also provide a high level of organizational commitment.

The next variable is quality work of life. Variable quality work of life is when viewed from the results of partial test to get the value of t count in this study is 4.357 with a significance level of 0.000 greater than t table of 1.98552 this indicates that the rejection of H<sub>0</sub> and accept H<sub>a</sub> meaning that there is a significant influence variable quality of work life (X<sub>2</sub>) to organizational commitment variable (Y) of 0.411 or 41.1% so that influenced small because the coefficient of determination below 50%. And from the results of multiple linear regression shows the value of coefficient of 0.451 states that the quality of work life of 1 will increase the organizational commitment of 0.451. The last variable is organizational citizenship behavior.

This is in line with the research of Wenda Chrisienty O (2015). The results of the study show that there is an influence of quality of work life on employee organizational commitment at CV Sinar Plasindo. Thus the quality of work life is very important in creating employee organizational commitment. This indicates that the higher the quality of work life felt by employees, the higher the employee's commitment to the organization.

Organizational citizenship behavior variable when viewed from partial test result get t count

value in this research is equal to 2,313 with level of significance equal to 0.023 bigger than t table equal to 1.98552. This indicates that the rejection of H<sub>0</sub> and the acceptance of H<sub>a</sub> which means there is a significant influence organizational citizenship behavior (X<sub>3</sub>) variable to organizational commitment variable (Y) of 23.2% so the effect is small because the determinant coefficient below 50%. And from the results of multiple linear regression shows the value of coefficient of 0.187 states that the addition of organizational citizenship behavior of 1 will increase the organizational commitment of 0.187.

This is in line with Bogy Juniar Gintang Kumara's (2014) research, there is a very significant positive relationship between organizational commitment and the level of organizational citizenship behavior in Ratu Luwes Pasar Legi employees. towards organizational citizenship behavior of 89.3%. Which explains more than the average employee who has an OCB to work for the company where he works, overall the employees have a high commitment to the organization.

Of all the independent variables, the most significant influence is the quality of work life (X<sub>2</sub>) with the highest t count of 4.357 with the significant level of 0.000 and has the largest partial coefficient of determination that is equal to 0.411 or 41.1% and the smallest significance of other variables. From the results of multiple linear regression shows the value of large coefficient the most among other variables that is equal to 0.451. The result of the research shows that quality of work life (X<sub>2</sub>) have the most significant effect to organizational commitment (Y). This shows how important the quality of work life.

## CONCLUSIONS

Based on the results of research that has been done about "The influence of job motivation, organizational citizenship behavior and quality of work life toward organizational commitment (Study At PT. XXX Jaya Farm Hatchery Pasuruan)" it can be concluded as follows:

Job Motivation (X<sub>1</sub>), quality work of life (X<sub>2</sub>) and organizational citizenship behavior (X<sub>3</sub>) together or simultaneously affect organizational commitment (Y). Independent variables have influence together proved by result of F test which have simultaneous influence of independent variable to dependent variable. Thus the first hypothesis in this study has been proven and acceptable which means H<sub>a</sub> accepted, H<sub>0</sub> rejected.

Job motivation (X<sub>1</sub>) partially significant effect on namely quality work of life (X<sub>2</sub>) and organizational citizenship behavior (X<sub>3</sub>). Thus the third hypothesis has been proven and acceptable. (Y), organizational citizenship behavior (X<sub>3</sub>) partially significant influence on organizational commitment (Y), quality of work life (X<sub>2</sub>) partially or each has a significant effect on organizational commitment (Y). It is proven based on t test where t count value of each variable is bigger than t table. Thus the second hypothesis in this study has been proven and acceptable.

The variable that has the most significant influence on organizational commitment (Y) is the quality of work life (X<sub>2</sub>) variable because it has the highest t count. And has the smallest significance among other variables.

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