



The Influence of Work Motivation, Organizational Commitment, and Job Satisfaction on Organizational Citizenship Behavior at the Yogyakarta Special Region Manpower and Transmigration Office

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ABSTRACT

The purpose of this research is to examine how the DIY Manpower and Transmigration Office's staff members' levels of job satisfaction, organisational commitment, and intrinsic motivation affect their OCB. The study's population included 85 workers selected using saturation sampling, and the research methodology was quantitative. The measuring tool used was a Likert scale. The results of the instrument tests demonstrate that the data is valid and trustworthy, distributed normally, and does not exhibit any signs of heteroscedasticity or multicollinearity. According to the study's results, an individual's level of job satisfaction significantly and positively affects their OCB, although work motivation and organisational commitment do not. At the same time, OCB is positively and significantly impacted by all three factors. This study's findings may help guide future studies and business initiatives aimed at enhancing organisational citizenship behaviour (OCB), which in turn impacts the success of organisations in reaching their objectives.

INTRODUCTION

The Manpower and Transmigration Office is an institution that carries out government affairs in the field of labor and transmigration, which is directly responsible to the Governor through SEKDA. The main tasks of this agency include the implementation of regional authority and co-administration given to the region. In the face of the growing era of globalization, the performance and effectiveness of public organizations, including government agencies, are the main focus of attention. One important aspect in improving organizational performance is the contribution of employees who go beyond their formal obligations. OCB is an individual's voluntary behavior that helps the organization and coworkers beyond formal job obligations. OCB is very important not only in the private sector, but also in the public sector such as the DIY Manpower and Transmigration Office, where improving public services is a priority. With good OCB, the organization can encourage progress and achievement of its goals, where employees are expected not only to carry out their main duties but also make extra contributions, such as establishing cooperation, helping colleagues, providing input, actively participating, and providing additional services to customers.

According to Pujianto and Solikhah (2022), organisational citizenship behaviour (OCB) occurs when workers voluntarily go above and beyond their job duties to help the organisation, even if they aren't always officially acknowledged for their efforts. Helping coworkers who are going through tough times is one example of how OCB, which cannot be imposed, contributes to organisational objectives (Najih & Mansyur, 2022). Both internal and external factors, including leadership style, trust in leaders, and organisational culture, have an impact on increasing OCB (Organ et al., 2006, cited in Titisari, 2014). Internal factors include job satisfaction, organisational commitment, personality, morale, and employee motivation. Nevertheless, work motivation, organisational commitment, and job satisfaction will be the only factors examined in this study.

What propels people to take the necessary steps towards realising their dreams is intrinsic motivation. While employees are sufficiently motivated, they are more likely to give their all while working on assigned tasks, which benefits both the company and its employees (Yuvi and Rustam, 2021). George and Jones (2005) cite in Antonio and Sutanto (2015) that OCB is characterised by workers who are optimistic, work hard, don't give up easily, and strive for the greatest outcomes. Consequently, OCB behaviour in organisations is significantly impacted by high levels of job motivation. The goal of work motivation is to get people to put in more effort so that the business can reach its objectives. It is anticipated that workers would attain greater levels of satisfaction when appropriately motivated. Businesses strive to foster an atmosphere that inspires workers to give their all for the long-term success of the firm and its objectives. Various prior research have shown that intrinsic job motivation has a positive impact on organisational citizenship behaviour (OCB). Lie et al. (2022) demonstrated a strong negative impact of work motivation on OCB, but Saputro and Aji (2019) discovered a positive and

significant influence. Work motivation does not influence OCB, according to Ismail et al. (2022).

Employees' organisational citizenship behaviour (OCB) and other extracurricular activities are influenced by organisational commitment and job incentive. According to Dewanggana et al. (2016), an individual's level of organisational commitment is determined by their level of belief in the organization's values and aims, their level of dedication to meeting the organization's demands, and their desire to stay with the organisation. In addition to finishing the primary assignment, employees who are highly committed are willing to put in extra hours and lend a hand to coworkers so that the company may reach its objectives. This agrees with the view expressed by Danendra and Mujiati (2022), who argue that organisational commitment is a measure of how passionately workers believe in and work to realise the organization's mission and values. A number of research have shown that organisational commitment has an effect on OCB. Organisational commitment was determined to have a positive and substantial impact on organisational citizenship behaviour (OCB) by Raditya et al. (2018), a negative effect by Priyanto and Odi (2019), and a positive and significant effect by Widiyanti et al. (2022). Organisational commitment has little effect on OCB, according to (2022).

An equally significant component in the development of Organisational Citizenship Behaviour (OCB) among workers is job happiness. Charmiati and Surya (2019) state that a person's degree of work satisfaction is indicative of how much they like their employment. When workers are happy in their roles, they are more invested in the success of the business, more inclined to remain, and even more likely to suggest their employer to others. When workers are happy in their jobs, they are more likely to go above and beyond in their support of the firm, their colleagues, and their own duties. People who report high levels of job satisfaction are more likely to have a positive outlook on their employment, according to Faiza et al. (2021). Manurung and Septiyani's (2020) research provides evidence for the idea that work satisfaction affects organisational citizenship behaviour (OCB). The study found a positive and substantial association between the two. Contrary to what one would expect, research by Pertiwi et al. (2016) and Riska et al. (2024) found that OCB is unaffected by work satisfaction.

THEORETICAL REVIEW

Work Motivation

In order to accomplish their objectives, people need a source of motivation, which is what pushes them to execute certain activities. When employees are sufficiently motivated, they are more likely to go above and beyond in their job, which benefits the company and the employees individually (Yuvi & Rustam, 2021). External factors, such as a favourable work environment, sufficient pay, competent supervision, job stability, responsibility, status, and lax regulations, and internal factors, such as the desire to live, have, acquire rewards, recognition, and power, are the two primary determinants of motivation (Sutrisno, 2019). Good OCB performance is a result of both high

levels of personal motivation and increased excitement for one's job (Sutrisno, 2019). Rosyida and Eva (2021), Soares et al. (2020), and Saputro and Aji (2019) all found that OCB is positively and significantly affected by job motivation.

H₁: Work Motivation has a positive and significant effect on Organizational Citizenship Behavior.

Organizational Commitment

Employees demonstrate organisational commitment when they identify with a certain group and work to maintain their membership in that group. Belonging to the group, being loyal to the organisation, accepting the principles of the organisation, and working together to achieve shared objectives are all components of this commitment (Pujianto & Solikhah, 2022). Personal elements, job qualities, structural features, and work experience are the four pillars upon which an employee's dedication to the company rests (Minner in Utaminingsih 2014). Workers who care deeply about the organization's success are more likely to be upbeat and enthusiastic on the job, as well as more likely to want to stay a member. For an organisation to thrive and advance, there must be unwavering dedication from both its members and the organisation itself. Previous studies have shown that organisational commitment positively and significantly influences organisational citizenship behaviour (Bodroastuti & Tirtono, 2019; Raditya et al., 2018; Deskriyanto & Ratnaningrum, 2021).

H₂: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior.

Job Satisfaction

One definition of job satisfaction is the degree to which actual work results are in line with expectations; a person reports higher levels of satisfaction when this gap is less. A positive emotional form that results from assessing an employee's success on the job is job satisfaction (Sholikah & Frianto, 2022). A person's attitude towards their employment may be broadly described by their level of job satisfaction. Those who are content in their jobs are more likely to see their work in a good light, whilst those who are unhappy are more likely to view it negatively (Faiza et al., 2021). Iskandar and Liana (2021) state that job satisfaction is affected by a number of factors. These include proper and fair compensation, job placement based on expertise, workload, atmosphere and work environment, supporting equipment, leader attitude, and whether or not the job is monotonous. Manurung and Septiyani (2020), Suwandana et al. (2017), and Darmawati et al. (2015) found that work satisfaction significantly and positively affects organisational citizenship behaviour.

H₃: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

Organizational Citizenship Behavior

When people act in a way that isn't officially acknowledged but has a multiplicative impact on the organization's performance, this is called

organisational citizenship behaviour (OCB). Employees who exhibit OCB tend to exhibit admirable traits on the job, such as being cooperative, open to new ideas, diligent, and genuine (Irawati et al., 2022). OCB encompasses organisational behaviour that relies on employees' work attitudes and personality traits as its foundation; this kind of behaviour occurs when workers willingly go above and beyond the call of duty to help the company out, which in turn impacts the efficiency of the organisation. Both internal and external factors, including leadership style, trust, and organisational culture, have a role in enhancing OCB (Organ et al. in Titisari, 2014). Internal factors include things like job satisfaction, organisational commitment, personality, morale, and motivation. Altruism, conscientiousness, sportsmanship, politeness, and civic virtue are some of the indications of OCB mentioned by Kadir (2018).

H₄: Work motivation, organizational commitment, and job satisfaction simultaneously affect Organizational Citizenship Behavior.

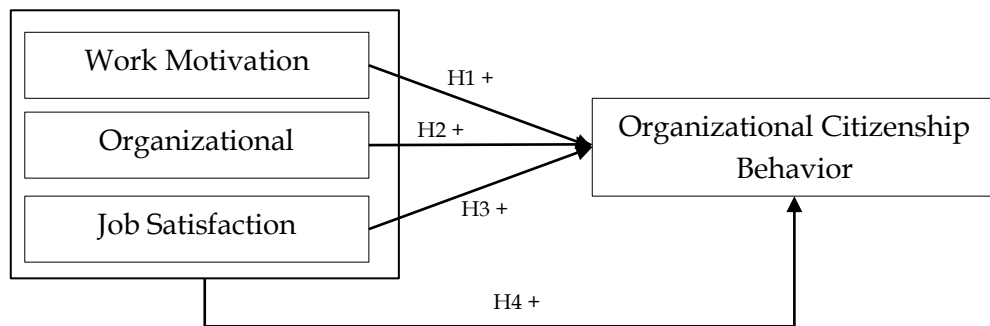


Figure 1. Conceptual Framework

METHODOLOGY

Using a descriptive quantitative approach, this study explains how organisational citizenship behaviour is influenced by factors including job satisfaction, organisational commitment, and incentive to work. Yogyakarta Special Region's Office of Manpower and Transmigration was the site of the study. Primary and secondary sources of information are both used into the research. staff members comprise the whole 85-person workforce of the Yogyakarta Special Region Manpower and Transmigration Office. Saturated sampling, which involves drawing a random selection from the total population, was used in this investigation. The SPSS statistical tool was used to analyse the acquired data. Methods for analysing data include descriptive statistics for characterising samples, multiple linear regression for testing hypotheses, and reliability and validity tests for making sure surveys are consistent and accurate.

RESEARCH RESULT

Respondent Profile

The research included 85 participants who were all workers at the DIY Labour and Transmigration Office. A descriptive analysis was conducted to

describe the 85 respondents based on their gender, age, position, duration of service, and most recent educational attainment.

Table 1. Respondent Profile

Characteristics	Frequency	Percentage (%)
Gender of respondents		
Male	42	49.4
Female	43	50.6
Age range of respondents		
18 - 23 th	1	1.2
24 - 29 th	6	7.1
30 - 35 th	23	27.1
> 35 th	55	64.7
Position / Title		
Supervisor	18	21.2
Executive	27	31.8
Functional	31	36.5
Administrator	8	9.4
High Leaders	1	1.2
Respondent's highest education		
HIGH SCHOOL	11	12.9
Diploma	9	10.6
Strata-1 (S1)	42	49.4
Postgraduate (S2)	23	27.1
Period of Employment		
1 - 2 th	4	4.7
3 - 4 th	17	20.0
5 - 6 th	8	9.4
> 6 th	56	65.9
Total	85	100%

Instrument Test Results
Validity

Table 2. Validity Test Results

Variable	Item Code	Sig.	rCount	Description
Work Motivation (X1)	X1.1	0.000	0.764	Valid
	X1.2	0.000	0.747	Valid
	X1.3	0.000	0.595	Valid
	X1.4	0.000	0.775	Valid
	X1.5	0.000	0.639	Valid
Organizational Commitment (X2)	X2.1	0.000	0.739	Valid
	X2.2	0.000	0.766	Valid
	X2.3	0.000	0.795	Valid
	X2.4	0.000	0.678	Valid
	X2.5	0.000	0.779	Valid
Job Satisfaction (X3)	X3.1	0.000	0.771	Valid
	X3.2	0.000	0.793	Valid
	X3.3	0.000	0.843	Valid
	X3.4	0.000	0.770	Valid
	X3.5	0.000	0.670	Valid
Organizational Citizenship Behavior (Y)	Y.1	0.000	0.750	Valid
	Y.2	0.000	0.695	Valid
	Y.3	0.000	0.709	Valid
	Y.4	0.000	0.765	Valid
	Y.5	0.000	0.777	Valid

Results from the validity test demonstrate that all indicators on the following variables: Organisational Citizenship Behaviour (Y), Job Satisfaction (X3), Work Motivation (X1), and Organisational Commitment (X2). The computed r values for these variables are larger than the r table value of 0.219. This concludes that all indicators for both the dependent and independent variables are good.

Reliability

Variable	Cronbach's Alpha	Critical value	Criteria
Work Motivation	0.749	0.60	Reliable
Organizational Commitment	0.798	0.60	Reliable
Job Satisfaction	0.828	0.60	Reliable
Organizational Citizenship Behavior	0.780	0.60	Reliable

Table 3. Reliability Test Results

A Cronbach's Alpha value more than 0.60 was found for all study variables in table 3, indicating that the questionnaire's statement questions are

all trustworthy. Our reliability analysis shows that the following variables: work motivation (X1), organisational commitment (X2), job satisfaction (X3), and organisational citizenship behaviour (Y) all have values of 0.749, 0.828, and 0.780, respectively. The dependent and independent variables have both been shown to be reliable.

Classical Assumption Test Results

Normality

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Asymp. Sig. (2-tailed)	.148 ^c

A value of 0.148 for the Asymp. Sig. (2-tailed) is more than 0.05, according to table 4. Thus, the study's residual data are appropriate for use since they follow a normal distribution. So, it's safe to say that the study's normalcy assumption was satisfied.

Multicollinearity

Table 5. Multicollinearity Test Results

Coefficients ^a			
Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	Work Motivation	.406	2.462
	Organizational Commitment	.391	2.555
	Job Satisfaction	.419	2.387

a. Dependent Variable: Organizational Citizenship Behavior

Work motivation, organisational commitment, and job satisfaction are all independent variables that demonstrate high levels of reliability and validity in the multicollinearity test. The tolerance values for work motivation, organisational commitment, and job satisfaction are 0.406, 0.391, and 0.419, respectively, with a VIF value of 2.462, 2.555, and 2.387, respectively. We can rule out multicollinearity in this regression model as the tolerance value is more than 0.05 and no VIF value is greater than 10.

Heteroscedasticity

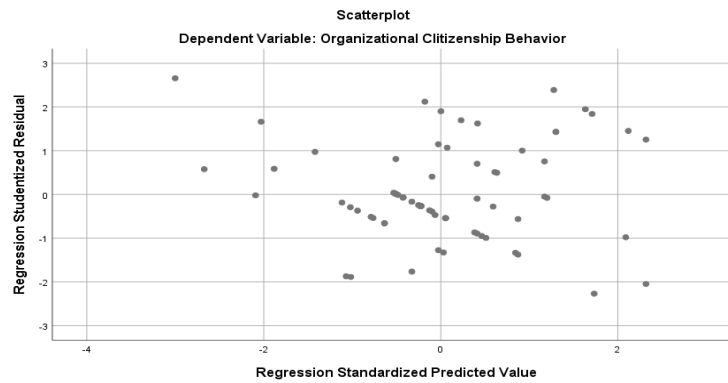


Figure 2. Heteroscedasticity Test Results Scatterplot Graph

The dots in Figure 2's scatterplot graph do not follow any certain pattern, such as waves, broadening, or narrowing, and instead spread out randomly along the Y axis, both above and below 0. So, it seems that the regression model this research utilised didn't have any signs of heteroscedasticity.

Data Analysis Results

Descriptive Statistical Data Analysis

Descriptive analysis is also used in this research to explain how respondents rated the following variables: Organisational Citizenship Behaviour (Y), Job Satisfaction (X3), Work Motivation (X1), and Organisational Commitment (X2). The descriptive analysis findings provide a synopsis of how the respondents felt about each research variable.

Table 6. Descriptive Analysis Results

Variable	Mean	Category
Work Motivation	4.08	Agree
Organizational Commitment	4.10	Agree
Job Satisfaction	4.08	Agree
Organizational Citizenship Behavior	4.12	Agree

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Model		Coefficients			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.736	1.512		5.116	.000
	WM	.123	.110	.138	1.120	.266
	KO	.159	.103	.195	1.547	.126
	JS	.347	.096	.440	3.619	.001

a. Dependent Variable: Organizational Citizenship Behavior

$$Y = 7.736 + 0.138X1 + 0.195X2 + 0.440X3 + e$$

What follows is an explanation of the constant value and regression coefficient based on the regression equation: The value of organisational citizenship behaviour (OCB) is 7.736 when the influence of work motivation, organisational commitment, and job happiness is regarded zero, as shown by the constant of 7.736. Work motivation has a positive effect on OCB, as shown by the regression coefficient of 0.138 for the work motivation variable (X1). This suggests that OCB will rise by 0.138 units for every one unit increase in work motivation. With a positive direction of effect, a one-unit increase in organisational commitment will enhance OCB by 0.195 units, according to the coefficient for organisational commitment (X2) of 0.195. Lastly, work satisfaction (X3) has a positive effect on organisational citizenship behaviour (OCB) with a coefficient of 0.440. This means that OCB will rise by 0.440 units for every one unit increase in job satisfaction.

T Test Results

Table 8. T Test Results

Model	t	Sig.
1 (Constant)	1.597	.116
Work Motivation	3.726	.000
Organizational Commitment	2.308	.025
Job Satisfaction	2.793	.007

With a t-value of 1.120 and a significance of 0.266 (higher than 0.05), the results of the hypothesis testing reveal that Ho1 is accepted and Ha1 is rejected for the work incentive variable (X1). So, intrinsic motivation at work does not play a major role in shaping corporate citizenship actions. Organisational commitment (X2) does not significantly impact organisational citizenship behaviour, as Ho2 is accepted and Ha2 is rejected by a t-count of 1.547 and a significance level of 0.126 (both more than 0.05). Alternatively, when looking at the work satisfaction variable (X3), we can see that it has a significant influence on organisational citizenship behaviour; this is supported by the t value of 3.619 and the significance level of 0.001, which is lower than 0.05. Therefore, we may reject Ho3 and accept Ha3.

F Test Results

Table 9. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.529	3	42.843	26.765	.000 ^b
	Residual	129.660	81	1.601		
	Total	258.188	84			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Job Satisfaction, Work Motivation, Organizational Commitment

Based on the F test formula: $f(3:85-3) = f(3:82) = 2.72$, and a significance value of 0.000, which is less than 0.05, the computed F value of 26.765 is higher than the F table value of 2.72. This disproves H_0 and supports H_a , which states that organisational citizenship behaviour is significantly impacted by the factors of job happiness, organisational commitment, and work motivation all at once.

Analysis of the Coefficient of Determination (R^2)

Table 10. Coefficient of Determination Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706a	.498	.479	1.265

Work Motivation, Organisational Commitment, and Job Satisfaction are independent variables that might influence Organisational Citizenship Behaviour by 47.9%, according to the coefficient of determination test findings (0.479). At the same time, extraneous variables account for the remaining 52.1%.

DISCUSSION

Work Motivation Has No Effect on Organizational Citizenship Behavior

Motivated workers are those that want to do their best for the organisation while still looking out for their own interests; this is what we mean when we talk about "work motivation" (Yuvi & Rustam, 2021). The results showed that in the DIY Manpower and Transmigration Office, organisational citizenship behaviour (OCB) was unaffected by job motivation. There was no discernible change in OCB in the workplace despite workers' reports of positive relationships with coworkers and their efforts to do their best. The statements with the highest mean scores in the questionnaire evaluation were "my relationship with other employees is well established and harmonious" and "I always make efforts to achieve excellence at work," according to the data. One statement that received the lowest average score was "The salary and benefits provided by the company are sufficient to fulfil my daily needs." All things considered, the average value of work motivation is 4.08, falling into the agreed group. Work motivation has a favourable and substantial influence on

organisational citizenship behaviour (OCB), according to prior research (Saputro & Aji, 2019; Rosyida & Eva, 2021; Soares et al., 2020).

Organizational Commitment Has No Effect on Organizational Citizenship Behavior

The results of this research reveal that the DIY Manpower and Transmigration Office personnel' organisational citizenship behaviour (OCB) is unaffected by their organisational commitment. One definition of organisational commitment is "the desire to accept the organization's values, work hard as a team, and be loyal to the organisation in pursuit of its goals" (Pujiyanto & Solikhah, 2022). Organisational citizenship behaviour (OCB) is unaffected by employee organisational commitment, even while the former rises. "I can accept any decision in organisational goals where I currently work" had the highest average value among the study statements, suggesting that the majority of respondents are willing to accept decisions made by their organisation. On the other hand, "I wish to be retained and participate in the organisation where I currently work" has the lowest average value among the statements. In general, the Organisational Commitment variable is in the agree group with an average value of 4.10. This study's findings run counter to those of Raditya et al. (2018), Bodroastuti & Tirtono (2019), and Deskriyanto & Ratnaningrum (2021), all of which indicated that organisational commitment positively and significantly affects OCB.

Job Satisfaction Affects Organizational Citizenship Behavior

It has been shown that job happiness significantly impacts organisational citizenship behaviour (OCB) among employees. Employees' positive or negative experiences with their work and their aspirations for success on the job are reflected in their performance reviews, which in turn lead to job satisfaction (Sholikhah & Frianto, 2022). Workers at the DIY Manpower and Transmigration Office had greater levels of OCB in correlation with their level of work satisfaction, according to this research. "I feel satisfied with the promotions made by the company" had the lowest mean score, while "I like working with colleagues who help each other in completing tasks" had the highest mean score. On the whole, office workers report a rating of 4.08 for their level of job satisfaction. The findings of this research corroborate those of Masnawih (2020) and Panjaitan et al. (2024), which found that when workers are motivated, committed, and satisfied with their jobs, it has a beneficial impact on organisational citizenship behaviour (OCB).

Work Motivation, Organizational Commitment, and Job Satisfaction on Organizational Citizenship Behavior

Work motivation, organizational commitment, and job satisfaction simultaneously have a significant influence on organizational citizenship behavior (OCB). OCB is influenced by various interrelated factors, including career development that provides opportunities for employees to improve competencies and career paths, as well as perceptions of organizational justice. A sense of fairness in workplace distribution, procedures and interactions can

increase employee participation beyond their formal duties. In addition, job satisfaction and work motivation play an important role in encouraging employees to contribute more to the organization (Naway et al., 2017).

CONCLUSIONS AND RECOMMENDATIONS

The study found that among DIY Manpower and Transmigration Office personnel, there is no significant relationship between organisational citizenship behaviour (OCB) and job motivation or organisational commitment. Yet, OCB is strongly influenced by how satisfied one is with one's employment. At the same time, OCB is greatly influenced by workers' levels of job satisfaction, organisational commitment, and drive to do good work. It is recommended that businesses assess their reward and incentive programs and include staff into decision-making processes in order to boost motivation. Programs that enhance work culture with pertinent organisational principles, raise policy clarity, and acknowledge individual efforts are necessary for organisations to foster organisational commitment. Finally, businesses may do more to make their employees happy in their jobs by fostering an environment that is conducive to cooperation, open lines of communication between employees, and respect for interpersonal connections.

FURTHER STUDY

A number of limitations of this study have been identified by the researchers, among which is the very low Adjusted R Squared value of 0.479. As a result, we can see that the three independent variables—job satisfaction, organisational commitment, and work motivation—explain just 47.9% of the variation in organisational citizenship behaviour. Other factors, which were not included in this research, account for the remaining 52.1%.

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