Analysis of Organizational Citizenship Behavior with Quality Of Work Life and Compensation as Stimulus Variables

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Abstract
The purpose of this study is to determine the effect of Quality of Work Life and Compensation on Organizational Citizenship Behavior. Both partially and simultaneously on Burger King employees. This study uses associative methods with quantitative shorting. Sampling of 32 people. Data collection techniques and tools are questionnaires or questionnaires. Descriptive data analysis techniques are used to generate respondents’ answer responses and data distribution, while inferential statistical analysis is for hypothesis testing. Data processing is assisted by Microsoft Excel software and SPSS version 25. Based on my analysis of QWL (X1), and Compensation (X2) with OCB(Y) a very strong relationship was obtained whereas the contribution of QWL(X1) and Compensation (X2) to OCB (Y) was 77.60% while the remaining 22.40% was influenced by other variables (X) that were not studied (epsilon) but affected OCB (Y), which was suspected by the variables QWL(X1), Compensation (X2) OCB (Y) and so on. If projected based on multiple regression tests that, the higher the values of QWL(X1) and Compensation (X2) simultaneously at a given value. The simultaneous effect of QWL(X1) and Compensation(X2) on OCB(Y) on employees of burger king jatiuwung branch is significant. Partially QWL(X1) has a positive and significant effect on OCB(Y), while organizational commitment has a positive and insignificant effect on OCB(Y) in Burger King employees.

Key words: quality of work life (QWL), compensation, organizational citizenship behavior (OCB)

Introduction
In a company, organizational behavior or culture is enough to affect the effectiveness of employee performance. According to Rohayati (2017), Organizational Citizenship Behavior (OCB) is an individual’s contribution that exceeds the demands of roles in the workplace and is rewarded by the achievement of task performance. This OCB involves several behaviors including helping others, volunteering for extra tasks, complying with rules and procedures in the workplace. These behaviors describe the added value of employees which is one of the forms of prosocial behavior, that is, positive social behavior.

In the company that I researched, the behavior and organizational culture applied was work loyalty where employees worked outside working hours according to SOPs, work motivation given by superiors to subordinates in the form of rewards that made employees motivated. But there are also some of its employees do not have high loyalty to working hours, so employees always want to go home on time and do not expect the compensation provided by the
company, the work environment in burger king also greatly influences their employees to work loyalty to working hours. In burger king, the employees also do not only do one job desk, for example, the cashier not only serves customers but can make burgers or make chicken, not in accordance with the job desk, namely the cashier section that serves customers.

From the results of the observations, the author sees that there is still a lack of sensitivity of the company towards its employees, for example a manager knows that there is an inadequacy between his employees, the manager never bothers about this, which usually occurs in the absence of fellow employees from not one thought between employees, there can be small debates and also the emergence of jealousy between employees towards employee salary inequality and working hours often occur, so that the emergence of discomfort between employees. The following is data on working hours and jobdesks of employees at Burger King Jatiuwung Branch, Tangerang City.

Based on the background above, the author chose to conduct research with the aim of obtaining a more precise and comprehensive formulation or definition Citizenship Behavior (OCB) at the Jatiuwung branch of Burger King. According to Organ dalam Endah Rahayu Lestari (2018) there are five dimensions of OCB, namely: (1) Altruism, behavior of helping colleagues who face difficulties that are closely related to the operational tasks of organi–sasi without any coercion. (2) Conscuentiousness, behavior that is shown to exceed the minimum requirements desired by the company, such as being present early, making the most of working time. (3) Sportmanship, positive behavior towards the organization, by giving tolerance or not complaining or demanding against less than ideal conditions in the organization. (4) Courtesy, behavior of maintaining good relations with fellow colleagues, preventing conflicts in order to avoid interpersonal problems (5) Civic Virtue, behavior that reflects participating in responsibility and participation in the sustainability of the organization.

According to Mangkunegara in Novelia, Swasto, and Ruhana (2016) said that the performance of employees in carrying out their duties is inseparable from personal factors and organizational environmental factors. This is in line with what lengkong, Lapian and Lengkong (2016) stated that in the era of technology like today to achieve excellence, organizations must strive for the highest individual performance, because basically individual performance affects the performance of the team or work group and ultimately affects the performance of the organization as a whole. The behavior that the organization demands today is not only in–role behavior, but also extra–role behavior. This extra–role behavior is also called Organizational Citizenship Behavior (OCB).

The factors influencing OCB are work motivation and organizational fairness (Nazmah et al., 2018). Kurniawan & Hutami (2019) uses the point of view of the OCB concept that is easily applied to SME organizations through emphasizing the importance of striving workers to contribute to the company and the extra behavior of employees together to work that can increase organizational effectiveness. Kurniawan, (2019) advises organizations to always instill company values in employees to engage cognitively (ngerti), affectively (ngroso), and physically (nglakoni) to improve performance.

According to Walton in Alittya (2018) Quality of Work Life (QWL) or often known as quality of work life is the perception of workers towards the atmosphere and experience of workers in their workplace. Meanwhile, according to Luthans in Alittya (2018) Quality of Work Life (QWL) is the impact of human and corporate effectiveness combined with an emphasis on participation in problem solving and decision making. The importance of quality work in an organization awakens company leaders to create Quality of Work Life (QWL) within the company. In addition to improving the quality of work in a company, optimal performance can be formed properly because of the commitment that is grown, namely commitment in the organization. Similarly, another thing that employees contribute to in supporting the achievement of a company is Organization Citizenship Behavior (OCB) or can be known as organizational citizenship behavior.

The role of Quality of Work Life that affects OCB is seen from external factors. This can be seen from the comfort or not of the work environment. The goal is to develop good work and working conditions for members and institutions. In research conducted by Jati in Rais Fathoni (2020) revealed that employees who have a high quality of work life in an organization will further encourage these employees to be able to bring up organizational citizenship behavior (OCB) behavior at work. This is because with the high quality of work life owned by employees, the employee will have a positive view of the organization, have the desire or willingness to help colleagues, and be willing to do work outside the normal working hours of employees who should be.

Compensation is very important in measuring employee job satisfaction and is one way to improve employee performance. Every working employee will get a reward or wages in the form of compensation. According to Martoyo (2007) in Dani Januar (2021) stated that compensation is an overall arrangement for the provision of repayment services both directly in the form of money (financial) and indirect in the form of money (nonfinancial). According to Simamora (2005) in Dani Januar (2021) compensation includes financial rewards and intangible services as well as benefits received by employees as part of a employee relationship. In addition to the Quality Of Work Life factor, another factor that affects organizational citizenship behavior is compensation. Organizations certainly need to provide rewards or compensation to employees as a form of appreciation for the work ability, time and energy that employees give to the organization. Riyadi (2011) in A A Ngurah Bagus Danendra (2016) stated that the compensation given must be feasible, fair, acceptable, satisfactory, work motivation, rewarding and in accordance with needs. This can improve employee performance which will benefit both parties, from the employees themselves and the
company. Compensation has a great influence in employee withdrawal, motivation, productivity, and employee turnover rates (Lieke, 2008 in A A Ngurah Bagus Danendra, 2016).

Compensation as income in the form of money and goods directly or indirectly received by employees as a return to the company. Companies must pay attention to and support the creation of compensation that will be given to employees so that employees work more efficiently. With inappropriate compensation, it can affect OCB, because employees will demand that they be given appropriate compensation. Therefore, it is necessary to provide appropriate compensation in order to increase employees in hiring them. From the results of research (Dyah Puspita Rini, 2017) which states that compensation has a positive effect on OCB.

Method

In this study, the type of quantitative method used is the survey method, which is descriptive and associative of causal relationships. The definition of causal relationships according to Sugiyono (2018) relationships that are causal. Sugiyono (2018) also explained that the survey method is used to obtain data from certain natural (not artificial) places, but the author will conduct research in data collection, for example circulating questionnaires, tests, structured interviews and so on.

<table>
<thead>
<tr>
<th>Variable Operational Definition</th>
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<tbody>
<tr>
<td>Variable</td>
</tr>
<tr>
<td>Job security</td>
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<tr>
<td>Work Achievements</td>
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<tr>
<td>Opportunities To Move Forward</td>
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<tr>
<td>Recognition of Performance</td>
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<td>Challenging work</td>
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<td>Salary</td>
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<td>Bonus</td>
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<tr>
<td>Incentive</td>
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<tr>
<td>Allowances</td>
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<tr>
<td>Alturism (selflessness)</td>
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<tr>
<td>Civic virtue morals)</td>
</tr>
<tr>
<td>Conscientiousness (cautious nature)</td>
</tr>
<tr>
<td>Courtesy</td>
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<tr>
<td>Sportsmanship</td>
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</tbody>
</table>

According to Sugiyono (2018) the measurement scale is an agreement that is used as a reference to determine the length and shortness of the intervals in the measuring instrument, so that the measuring instrument when used in measurement will produce quantitative data. In this study, the measurement scale used was the likert scale.

Population and Sample

According to Sugiyono (2018) population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics set by the researcher to be studied and then drawn conclusions. The population in this study was all employees of the Jatiuwung branch of Burger King, which amounted to 32 people.

Research samples according to Sugiyono (2017, 137) samples are part of the number and characteristics possessed by the sample measurement population is a step to determine the size of the sample taken in carrying out the study. The method used in this study is the Saturated sample method. The saturated sample method is a sample determination technique To determine the number of samples from all populations, then sampling is taken from all the number of populated.

Data analysis methods

The data analysis method in this study was assisted by using statistical software, namely SPSS V.25, as for several stages of testing as follows.
Descriptive Statistical Analysis

According to Sugiyono (2018) in descriptive statistics are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. The data in this study are in the form of minimum, maximum yield scores, data range, average values and standard deviations (standard deviation). To obtain research results in analyzing data, it is explained how the data must be obtained. (Christianus, 2020)

Validity Test and Reliability Test

Instrument validity test is a way of testing that shows the level of correctness of an instrument. Instrument validation test (to find out the truth of the question item or statement), so that the data used in the subsequent analysis is data taken based on valid question items, while invalid items are declared dead and directly dropped (not included in the subsequent testing realm).

Reliability is a tool that provides results that remain consistent or remain the same. The result of the measurement must remain the same (relatively the same) if the measurement is given to the same subject even though it is carried out by different people, times, and places according to Sugiyono (2010, p. 183) in . In this study, it used(Paradise, 2020) the Kuder Richardson formula because the questionnaire or questionnaire used in this study did not have answers that were of false or zero value. According to Arikunto (2016: 319) to measure the degree of significance of the reliability coefficient, the calculated price is consulted with the following data: Test of Classical Assumptions.

Normality Test

According to Ghozali (2016:154) in the normality test aims to test whether in the regression model, the disruptive or residual variables have a normal distribution. Normal or near-normal distribution of pigeons is a good regression model. (Lubis, 2019)

Multicholinearity Test

According to Ghozali (2016: 103) in the multicholinearity test aims to test whether in the regression model there is a correlation between independent variables. If the regression model is good between independent variables then there should be no collation. (Lubis, 2019)

Heteroskedasticity Test

The heteroskedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another. (Ghozali, 2016 : 134) in . (Lubis, 2019)

Multiple Linear Regression Equation

The technique to be able to determine the correlation between a criterion variable and the combination of two or more predicator variables is called double regression. Multiple linear regression aims to measure the strength of the relationship between two or more variables, also indicating the direction of the relationship between the dependent variable and the independent vairabel (Ghozali, 2016:93) in . The general forms of multiple regression analysis according to Sugiyono (2019: 258) are:(Lubis, 2019)

\[ \hat{Y} = a + b_1X_1 + b_2X_2 + \epsilon \]

Source : Sugiyono (2019)

Coefficient of Determination (KD) Analysis

Used to determine the percentage of contribution of the influence of independent variables simultaneously on dependent variables. The formula for finding the coefficient of determination with three independent variables is:

\[ Kd = r^2 \times \]

Source : Sugiyono (2019)

Hypothesis

T-test

This Hypothesis Test Design is made based on the formulation of the problem and the objectives of the study, and the provisions of the hypothesis design
\[
t_0 = \sqrt{\frac{n-2}{\sqrt{1-r^2}}}
\]

Source: Sugiyono (2019)

- \(t_0\) = \text{t count}
- \(r\) = Correlation
- \(n\) = Number of samples

\(H_0\) = If the calculated value of \(t \leq t_{of the table}\) or the probability value of significance greater than 0.05 (the selected confidence level) then null hypothesis (Ho) is accepted and alternative hypothesis (Ha) is rejected.

\(H_a\) = If the absolute value of \(t_{counts} \geq t_{of the table}\) or the probability value of significance is less than 0.05 (the selected level of confidence) then the null hypothesis (Ho) is rejected and alternative hypothesis (Ha) is accepted.

**Test F**

In this study, the F test was used to determine the degree of significance of the influence of independent variables (Quality of Work Life (QWL) and Organizational Commitment) together (simultaneously) on the dependent variable (Organizational Citizenship Behavior (OCB)).

\[
F_{\text{Count}} = \frac{R^2/k}{(1-R^2)/(n-k-1)}
\]

Source: Sugiyono (2019)

- \(F_{\text{h}}\) = \(F_{\text{count}}\)
- \(r\) = Double correlation coefficient
- \(k\) = Number of independent
- \(n\) = Number of samples

Comparing the result of the magnitude of the probability of making a mistake (significance level) that arises, with the probability of occurrence (probability) determined at 5% or 0.05 in the output, in order to make a decision rejecting or accepting the null hypothesis (Ho): 1) If the significance of the \(\geq 0.05\) then the decision is to accept Ho and reject Ha. 2) If the significance \(\leq 0.05\) then the decision is to reject Ho and accept Ha. Comparing the statistical value of the calculated F with the statistical value of the table F: 1) If the statistical value of F calculates \(\leq\) the statistical value of the table F, then Ho is accepted. 2) If the statistical value of F counts \(\geq\) the statistical value of the table F, then Ho is rejected.

**Results and Discussion**

**Descriptive Statistics**

Based on the SPSS Output Descriptive Statistics Distribution of Research Variable Scores, it can be interpreted as follows: 1) Quality of work life (QWL) variables, the lowest value QWL score percentage is 30 and the highest value is 50. Thus, the range of emerging scores (range) is 20 (30 – 50). These numbers are then analyzed and the results are: (a) the average score (mean) is 44.41, while (b) the standard deviation is 5.616, thus the standard deviation in the QWL variable data distribution is relatively low because the average value (mean) is greater than the standard deviation value. 2) Compensation Variable, The lowest value Compensation score percentage is 21 and the highest value is 50. Thus, the range of scores that appear (range) is 29 (21 – 50) These numbers are then analyzed and the result is: (a) the average score (mean) is 40.19, while (b) the standard deviation is 7.884 thus the standard deviation in the distribution of the Compensation variable data is relatively low because the average value (mean) greater than the standard deviation value. 3) Organizational citizenship behavior (OCB) variable, The lowest score percentage is 29 and the highest value is 50. Thus, the range of scores that appear (range) is 21 (29 – 50). These numbers are then analyzed and the result is: (a) the average score (mean) is 43.75, while (b) the standard deviation is 6.175, thus the standard deviation in the OCB variable data distribution is relatively low because the average value (mean) is greater than the standard deviation value.

**Validity and Reliability Test**

Calculation of the instrument validity test using pearson correlation analysis with the help of the SPSS program version 25. The decision regarding the validity of the item item by comparing the calculated \(r\) with the table \(r\). If \(r_{\text{count}}\) is greater than \(r_{\text{table}}\) (\(r_h \geq r_t\)) then the instrument item is valid, but conversely if \(r_{\text{count}}\) is smaller than \(r_{\text{table}}\) (\(r_h < r_t\)) then the instrument item is invalid (drop) and is not used in research. To search \(r_{\text{the table}}\), for \(\alpha = 0.05\). To search \(r\) the table, \(df = N-2\); \(\alpha\), it is known \(df = 32-2; 0.05\). Table \(r\) value 0.369.
Based on the results of the validity test using the Pearson correlation instrument of the Variable Quality Of Work Life (X1) consisting of 10 items shows from items 1 to 10 valid, because the value of r count (correlation) is greater than r table (0.349). Based on the results of the validity test using the Pearson correlation instrument from the variable Comcomp ensasi (X2) consisting of 10 items shows from items 1 to 10 valid, because the calculated r value (correlation) is greater than the table r (0.349). Based on the results of the validity test using the Pearson correlation instrument of the Variable Organizational Citizenship Behavior (OCB) (Y) consisting of 10 items, it shows from items 1 to 10 valid, because the value of r count (correlation) is greater than r table (0.349).

The reliability test in this study used the Cronbach Alpha formula because the questionnaire or questionnaire used in this study did not have answers that were of false or zero value. Of the five levels of reliability of the coefficient above, the one used as an indicator of the instrument declared high reliability is \( \geq 0.600 \), by looking at the value of the reliability coefficient and consulting the interval of the reliability coefficient, so that the level of reliability is known. Another way is to use a direct definition of comparing the value of r11 (Cronbachs Alpha) with the r of the table, it is said to be reliable, if the Cronbachs Alpha is greater than the r of the table. The reliability test results showed that the variables quality of work life (QWL), compensation and organizational citizenship behavior (OCB) are the same as having very high reliability, because they have a coefficient constraint level of \( \geq 0.800 \).

### Test of Classical

#### Assumptions Test Normality
From the Colmogorov–smirnov Test One–Sample table, the Asymp.Sig (2-tailed) figure of 0.007 is greater than 0.05, it can be concluded that the data derived from the population has a normal distribution.

#### Multicolinearity Test
From the results of the multicolinearity test, it shows that the Tolerance values of the variables X1 and X2 are 0.644, which means that there is no multicolinearity to the data tested. The calculation results also show that all free variables of VIF value of 1.552 are less than 10 \( \leq 10 \). So it can be concluded that there are no symptoms of multicolinearity in the regression model used.

#### Heteroskedasticity Test
From the results of the SPSS output, it shows that no heteroskedasticity disturbances occur in the process of estimating the parameters of the estimator model, the dots spread above and below the number 0 on the Y axis without forming a certain pattern, then heteroskedasticity does not occur. So overall it can be concluded that there was no problem of heteroskedasticity in this study.

### Multiple Regression
Multiple regression is a regression or prediction model involving more than one free variable or predictor. Here are the SPSS output results for multiple regression

<table>
<thead>
<tr>
<th>Variable</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.275</td>
<td>4.189</td>
</tr>
<tr>
<td>Quality Of Worklife</td>
<td>.952</td>
<td>.116</td>
</tr>
<tr>
<td>Compensation</td>
<td>.030</td>
<td>.083</td>
</tr>
</tbody>
</table>

**Type**

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>.889</td>
<td>.791</td>
<td>.776</td>
<td>2.922</td>
<td>1</td>
</tr>
</tbody>
</table>

In table 2 Coefficients, the Unstandardized Coefficients of column B on Constanta is 0.275, the QWL score (b) is 0.952, the Compensation score (b) is 0.030. Based on these data, the regression equation is obtained:

\[
Y = 0.275 + 0.952X1 + 0.030X2
\]

### Coefficient of Determination Test

**T test**

**Effect of QWL (X1) on OCB (Y)**
Based on the results of the regression analysis in table 2, a QWL calculated t value of 8.179 is greater than that of t of table 2.045, and a significance value of 0.948 above 0.05, at a confidence interval of 95% so the conclusion is \( H_1 \) denied.
Thus the first hypothesis that states: There is an insignificant influence of Quality of Work Life on Organizational Citizenship Behavior on Burger King Jatiuwung employees is rejected.

**Effect of Compensation (X2) on Organizational Citizenship Behavior (Y)**

Based on the results of the regression analysis in table 2, the value of t calculated Compensation of 0.357 is smaller than that of t table 2.045, and the significance value of 0.000 is above 0.05, at a confidence interval of 95% so that the conclusion is that H1 is accepted. Thus the second hypothesis which states: There is a positive and insignificant influence of Compensation terhadap Organizational Citizenship Behavior on Burger King Jatiuwung employees, is accepted.

**Test F**

Table 2 in column F obtained \( F_{counting} = 54.716 \) greater than table F by 3.32 (f attached table), or by comparing probability values (sig. F change) = 0.000 \( \leq \) 0.05, then the decision is that H0 is rejected and H1 is accepted. There is an effect of Quality of Work Life and Compensation on Organizational Citizenship Behavior in Burger King cabang Jatiuwung employees.

**Discussion**

**Effect of Quality of Work Life (X1) on Organizational Citizenship Behavior (Y)**

Quality of Work Life (X1) with the variable Organizational Citizenship Behavior (Y) has a very strong level of tightness with a correlation value of 0.889, the magnitude of the contribution of Quality of Work Life (X1) with the variable Organizational Citizenship Behavior (Y) obtained a result of 79.0%, if projected based on regression tests obtained equation \( Y = 0.364 + 0.977X1 \) which shows a value of 0.977 is positive, so that the higher the Quality of Work Life (X1) value at a certain value, the more Organizational Citizenship Behavior (Y) is at a certain value as well.

The results of the study are in line with the results of research conducted by Bevy army syahbanuri, Dudung abdurahman 2019. Penelitian indicated that the role in the influence of Quality of Work Life on Organizational Citizenship Behavior found the influence of the Variable Quality of Work Life on Organizational Citizenship Behavior, then in research conducted by Bevy army syahbanuri, Dudung abdurahman 2019 Quality of Work Life has a positive effect and significant to Organizational Citizenship Behavior.

**Effect of Compensation (X2) on Organizational Citizenship Behavior (Y)**

Compensation (X2) with the variable Organizational Citizenship Behavior (Y) has a moderate degree of tightness with a correlation value of 0.559. The amount of compensation contribution (X2) with the variable Organizational Citizenship Behavior (Y) obtained a result of 30.7%, if projected based on regression tests obtained the equation \( Y = 26.304 + 0.434X2 \) which shows a value of 0.434 is positive, so the higher the Compensation value (X2) at a certain value, the more organizational citizenship behavior (Y) is at a certain value as well.

The results of this study are in line with the results of research conducted by Dodik Kurniawan, Agus widarko Afi Rachmat Slamet 2020. Penelitian indicated that the role in the effect of compensation organizational citizenship behavior found that there was no influence of the compensation variable on Organizational Citizenship Behavior, hence compensation had a positive and insignificant effect on Organizational Citizenship Behavior.

**Conclusion**

The results showed that the Quality of Work Life variable had a positive and significant influence on Organizational Citizenship Behavior in Burger King Jatiuwung employees. Based on the results of the t Quality of Work Life (X1) test on Organizational Citizenship Behavior (Y) with a calculated t value of 8.179 \( \geq \) t table 2.045 with a significant 0.000 \( \leq \) 0.05. This shows that H0 ditolak H1 diterima. The results showed that the Compensation variable had a positive and insignificant influence on Organizational Citizenship Behavior in employees of the Jatiuwung branch of Burger King. Based on the results of the Compensation t test (X2) against Organizational Citizenship Behavior (Y) with a calculated t value of 0.357 \( \leq \) t table 2.045 with a significant 0.724 \( \geq \) 0.05. This suggests that H0 received H1 ditolak. The results showed that the variables quality of work life and compensation together (simultaneously) had a positive and significant influence on Organizational Citizenship Behavior in employees of Burger King Jatiuwung branch. This can be seen from the calculated F value of 54.716 \( \geq \) Ftable 3.32 with a significant 0.000 \( \leq \) 0.05. This suggests that H0 was denied H1 was accepted.
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