

## The Role of Quality Work of Life and Intrinsic Motivation Power on Organizational Citizenship Behavior (OCB)

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**Abstract.** Companies or organizations need to consider employees who have behaviors such as voluntarily helping other employees to complete tasks or establishing good relationships with all employees by not talking about other employees' bad points, because this can increase the success and effectiveness of the company. This behavior is also called Organizational Citizenship Behavior (OCB). Thus, the concept of Organizational Citizenship Behavior (OCB) is a topic that still needs to be studied. This study aims to see whether there is a relationship between Organizational Citizenship Behavior (OCB) and Quality Work of Life and Spiritual Leadership with Intrinsic Motivation Power as a moderating variable. Respondents in this study were 119 members of the TEGAL CITY POLICE. The data analysis used was SmartPLS 3.0 by testing whether there was a direct relationship between variables. Based on this study, the results showed that there is a significant influence between Quality of Work Life on Organizational Citizenship Behavior (OCB), and Intrinsic Motivation Power has a significant influence on Organizational Citizenship Behavior (OCB), then Spiritual Leadership moderates Quality of Work Life on Organizational Citizenship Behavior (OCB), but Spiritual Leadership does not moderate the influence of Intrinsic Motivation Power on Organizational Citizenship Behavior (OCB).

**Keywords:** Organizational Citizenship Behavior (OCB); Quality of Work Life; Spiritual Leadership; Intrinsic Motivation Power.

### 1. Introduction

In today's globalization era, in organizing, it is necessary to prioritize intellectual capital that allows organizations or companies to compete with other organizations and companies. A good organization is an organization that can assess, recruit, place and retain the most competent employees. In fact, this can still be reconsidered because not all organizations or companies that have talented or better performing employees can make the organization successful, because the success of an organization or company does not only depend on the skills and abilities of individuals but also on the actions and actions of other members.

Companies or organizations need to consider employees who have behaviors such as voluntarily helping other employees to complete tasks or establishing good relationships with all employees by not talking about the bad things about other employees, because this can increase the success and effectiveness of the company. This behavior is also called organizational citizenship behavior (OCB).

*Organizational citizenship behavior*(OCB) is defined as voluntary employee activities that may or may not be rewarded, but contribute to improving the overall quality of the organization with the settings in which work takes place (Colquitt, LePine, & Wesson, 2015). Organizational citizenship behavior (OCB) can help improve managerial productivity, as well as help to make the use of organizational resources more efficient, in addition, Organizational citizenship behavior (OCB) is also used as an effective basis for coordination activities between members of the organization and between organizational groups. And improve the organization's ability to adapt to changes in the workplace environment.

*Quality of Work Life* has an influence in increasing organizational citizenship behavior (OCB). Quality of work life is the opportunity for employees to make decisions about their work, what is needed to make products or provide effective services. Easton and Van Laar (2018) stated that Quality of Work Life is a person's quality of life that is influenced by the context of their work in a broad sense where the individual will evaluate the influence of work on their life and the aspects that make up Quality of Work Life include general well-being, work control, working conditions, work stress, home and work relationships. Research conducted by Traiyotee, Taeporamaysamai, and Saksamrit, (2019) revealed that Quality of Work of Life has a significant positive influence on Organizational Citizenship Behavior (OCB). Intrinsic Motivation can also influence *organizational citizenship behavior*(OCB). However, in a study conducted by Syahbanuari and Abdurrahman (2019), it was stated that the influence of Quality of Work Life on Organizational Citizenship Behavior on permanent employees at PT Pindad (Persero) Bandung partially did not have a significant effect.

Intrinsic motivation is the motivation that drives someone to achieve that comes from within the individual, which is better known as the motivational factor. Therefore, the motivational factor needs to be considered by the company, because motivation is a means that can encourage employees to complete the tasks assigned. One of the motivational theories related to individual needs is Maslow's theory, which argues that a person works because there is a drive to fulfill various needs. Maslow's hierarchy of needs groups needs into five categories that rise in a certain order. Before more basic needs are met, a person will not try to fulfill higher needs. So, if needs or motivations can be met, the employee's Organizational Citizenship Behavior (OCB) will also increase. Research conducted by Ranihusna (2018) said that there is a positive and significant influence of Intrinsic Motivation on the Organizational Citizenship Behavior (OCB) of employees of PT. Sidomuncul Pupuk Nusantara Semarang. This provides an illustration that the higher the Intrinsic Motivation owned employees, the higher the Organizational Citizenship Behavior (OCB) that employees have.

Leadership can strengthen organizational citizenship behavior (OCB) towards employees because without effective leadership from a leader, a company will decline. Spiritual leadership style according to Fry (2003) is a collection of values, behaviors, and habits that are important ingredients to motivate a person and others from within themselves. Like the research conducted by Göçen and Şen (2021) which revealed that spiritual leadership has a significant direct influence on Organizational Citizenship Behavior (OCB), so it is possible that spiritual leadership can also strengthen OCB.

Research on the influence of Quality of Work Life and Intrinsic Motivation Power on Organizational Citizenship Behavior (OCB) moderated by Spiritual Leadership will be conducted on POLRI Members. Based on the 1945 Constitution Article 30 Paragraph (4) and Law Number 2/2002 concerning the Police, Article 13 paragraphs 1, 2, and 3, it explains that the main task and function of the Police is to provide protection, service and protection for the community, enforce the law, maintain or safeguard public security and order. As an organization that protects, serves the community, and protects. Tegal City Police has implemented strengthening and development of institutional construction, such as public order and security services towards solid public order, law enforcement, excellent service, and the strategic plan of Tegal City Police and the establishment of proactive police synergy that emphasizes the development of police synergy with all components and the community. However, in carrying out these tasks there are several weaknesses and problems as explained in the Strategic Plan for 2020-2024 which explains that the ratio between Polri Members and the population is 1: 602 which is still not ideal because in reality PORI members do not have enough members, so this is not yet ideal where not all of them carry out operational police duties (some carry out staff duties or supporting functions) when compared to the current population. As well as the low skills and abilities of Polri personnel in the field, especially in terms of mastery of laws and regulations, mastery of information technology-based communication technology and chemistry, biology and radioactivity in the field of modern crime in dealing with the increasingly sophisticated quality and quantity of crime.

There are also reforms in the cultural field that have not shown optimal progress, as seen from the fact that there are still members of the Police who apply the old paradigm in carrying out their duties, thus causing complaints and dissatisfaction with the Police services which are still discriminatory, arrogant and still charged fees outside the provisions set when dealing with the Police. The results of interviews conducted by Some members of the Indonesian National Police said that there is still a lack of awareness in members when their fellow members need help. And there are still some members of the Indonesian National Police who have a sense of apathy or indifference to the difficulties experienced by their colleagues, they tend to help other members when given orders by their direct superiors. And there is work fatigue and stress that is often experienced by members of the Indonesian National Police due to demands from the community, therefore it is necessary to have Quality of Work Life and Intrinsic Motivation Power to motivate members of the Indonesian National Police.

## 2. Research Methods

This research is an explanatory research. Singarimbun and Efendi (2008) explain that explanatory research is research that highlights the influence between determining variables and tests the proposed hypothesis, where the description contains a description but only focuses on the relationship between variables. These variables include: Organizational Citizenship Behavior (OCB), Quality of Work Life, Spiritual Leadership, Intrinsic Motivation Power.

## 3. Results and Discussion

### 3.1. Respondent Overview

The respondents of this study were members of the Tegal City Police Department totaling 512 members (470 members of the Police and 42 members of the Police Civil Servants). The ratio between members of the Police and residents of Tegal City was 1:602. This study was conducted by giving questionnaires directly (hard copy) in envelopes to 150 members of the Tegal City Police Department according to the criteria determined by the researcher. The questionnaires returned were 119 questionnaires. The results of the questionnaires that met the criteria were 101 with a questionnaire return rate of 67.3% percent which could then be tested and analyzed, while 18 others did not meet the criteria so they needed to be eliminated because they did not meet the requirements. The return rate of questionnaires that could be further processed will be presented in the following table.

### Descriptive Analysis of Research Variables

This descriptive analysis is conducted to obtain a descriptive picture of the respondents' answers to each question in this research instrument, especially the indicators in the research variables used. To obtain a picture of the degree of respondents' perception of the variables studied, an index number can be developed (Ferdinand, 2006). Lower limit of the score range :  $(\sum Fx1)/5 = (100 \times 1) / 5 = 20$  Upper limit of the score range:  $(\sum Fx5)/5 = (100 \times 5) / 5 = 100$

The assessment technique used in this study used a Likert scale with a minimum value of 1 and a maximum score of 5, so the calculation of the respondent's answer index was carried out using the following formula:

$$\text{Index value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5$$

Where:

F1 is the frequency of respondents who answered 1 F2 is the frequency of respondents who answered 2 And so on F5 for those who answered 5 of the scores used in the questionnaire.

Based on the research conducted, in the interpretation of the answers converted to units of 100. Under this condition, the range of answers will start from 20 to 100, where the range that occurs is 80. Furthermore, the range that occurs is divided by 3 and will produce a range of 26.67 which will be used as the basis for interpreting the index value, namely:

Index value 20.00 – 46.67	= Interpretation Low Index value 46.67 –
73.33	= Interpretation Moderate Index value
73.33 – 100	= High interpretation

### ***Quality of Work Life***

*Quality of Work Life* has 4 indicators, namely occupational health (QOWL1), occupational safety (QOWL2), adequate compensation (QOWL3), and career development (QOWL4). The results of the descriptive analysis of the Quality of Work Life variable are presented in the following table:

### ***Intrinsic Motivation Power***

*Intrinsic motivational power* has three indicators, namely. The results of the descriptive analysis of the intrinsic motivation power variable are presented in the following table:

Based on the table above, it can be seen that the average (mean) score is 93.53. This shows that employees have a drive within themselves that aims to fulfill the goals of an organization in the form of awareness in doing work optimally. The highest answers are in the IMP1 and IMP3 indicators which have the same mean score. These results show that employees have the power to do various things optimally and have responsibility for their work.

Based on the table above, it can be seen that the average (mean) score is 94.20, indicating that employees have a leadership style by raising awareness from employees so that they are able to carry out the vision and mission of the organization without feeling any coercion or pressure. The highest answer on the SP2 indicator is related to integrity. Results This shows that employees have the courage to stand up and defend their members.

### **Data analysis**

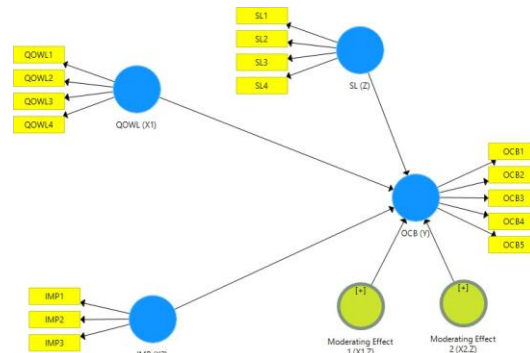
Data analysis and model testing using Smart PLS 3.0. In PLS analysis using two sub-models, namely the outer model measurement model used for validity and reliability testing and the inner model measurement model used for quality testing or hypothesis testing for prediction testing.

### ***Measurement Model Testing (Outer Model)***

Testing the outer model measurement model determines how to measure the latent variables. Evaluation of the outer model, by testing internal consistency reliability



(cronbach alpha and composite reliability), convergent validity (indicator reliability and



AVE), and discriminant validity (Fornell-Larcker, Cross Loading, and HTMT).

### Model Estimation

The initial stage before testing the measurement model is to make a model estimate that can be seen in (Figure 4.1). Testing the measurement model is carried out to show the results of the validity and reliability tests. Evaluation of the measurement model, with convergent validity, internal consistency, and discriminant validity.

### Covergent Validity

*Convergent validity* measured using the outer loadings and AVE parameters. The loading factor value  $> 0.7$  is said to be ideal, meaning that the indicator is said to be valid in measuring its construct. This is based on Chin's theory (2010) which states that a loading factor of more than 0.70 is more expected and better. While the criteria used in AVE are  $> 0.5$ . Because if the AVE value is above 0.50, the construct is able to explain an average of at least 50% of its item variance (Chin, 1998). From the results of the analysis of the measurement model above, it is known that there are no variables with a factor loading value of  $< 0.70$  and an AVE value above 0.50. So all variables have met the rule of thumb.

### Outer Loadings Values of Organizational Citizenship Behavior (OCB)

#### Variables

Variables	Code	Outer Loadings	Information
OCB1		0.959	Valid
Organizational	OCB2	0.957	Valid
	OCB3	0.960	Valid
Citizenship Behavior			
OCB4		0.961	Valid
OCB5		0.943	Valid

Based on the table above, the outer loading value of all indicators is  $> 0.70$ . This proves that the outer loadings value is in accordance with the criteria, so no variables are removed because all variables are valid. This concludes that the outer loadings value above 0.70

indicates a correlation between the indicator and the organizational citizenship behavior variable and shows that the indicator works on its measurement model.

#### Outer Loadings Values for Quality of Work Life Variables

Variables	Code	Outer Loadings	Information
QOWL1	QOWL2	0.946	Valid
<i>Quality of Work Life</i>		0.943	Valid
QOWL3		0.941	Valid
QOWL4		0.939	Valid

Based on the table above, the outer loading value of all indicators is  $>0.70$ . This proves that the outer loadings value is in accordance with the criteria, so no variables are removed because all variables are valid. This concludes that the outer loadings value above 0.70 indicates a correlation between the indicator and the Quality of Work Life variable and shows that the indicator works on its measurement model.

#### Outer Loadings Values of Spiritual Leadership Variables (SP)

Variables	Code	Outer Loadings	Information
SL1	SL2	0.922	Valid
<i>Spiritual Leadership</i>		0.955	Valid
SL3		0.955	Valid
SL4		0.956	Valid

Based on the table above, the outer loading value of all indicators is  $>0.70$ . This proves that the outer loadings value is in accordance with the criteria, so no variables are removed because all variables are valid. This concludes that the outer loadings value above 0.70 indicates a correlation between the indicator and the spiritual leadership variable and shows that the indicator works on its measurement model.

#### Internal Consistency

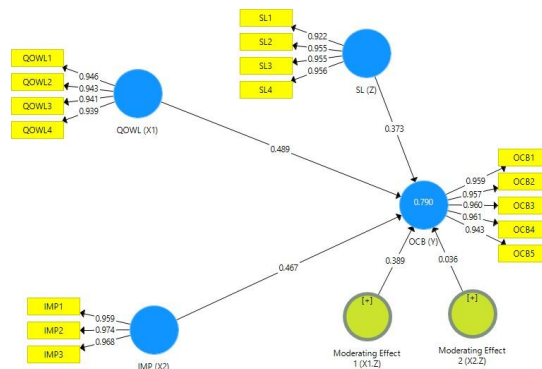
To measure the internal consistency of the reliability of a construct with reflective indicators, this can be done in two ways, namely using Cronbach's Alpha and Composite Reliability.

A variable can be declared reliable if it has a value Cronbach's Alpha  $>0.7$  and composite reliability value  $>0.7$ .

#### Discriminant Validity

Discriminant validity is used to test the extent to which a construct is truly different from other constructs by empirical standards. Measurement of discriminant validity using, Fornell-Larcker matrix and HTMT (heterotrait-monotrait ratio of correlation). In Fornell-Lacer, a latent variable is considered to meet discriminant validity if the root of AVE square

(diagonal) value is greater than all values of the latent variable and the HTMT value is less than 1.



### Model Evaluation

The results of the PLS Algorithm model evaluation show that the outer loading value of all variable indicators is more than 0.70. This proves that all indicators in this research variable are valid, so there are no indicators that need to be eliminated.

### Structural Model Analysis (Inner Model)

Structural model or inner model evaluation aims to predict the relationship between latent variables. The structural model is evaluated by looking at the magnitude of the Coefficient of Determination (R-square) for the dependent construct, Effect Size (F-square), Predictive Relevance (Q-square), and Hypothesis Testing.

### Coefficient of Determination (R-square)

The coefficient of determination is used to measure the ability of exogenous variables to explain endogenous variables. The R-square values of 0.75, 0.50 and 0.25 Hair et al., 2017) indicate that the ability of endogenous variables to predict the model is (strong, moderate and weak).

### Predictive Relevance (Q-square)

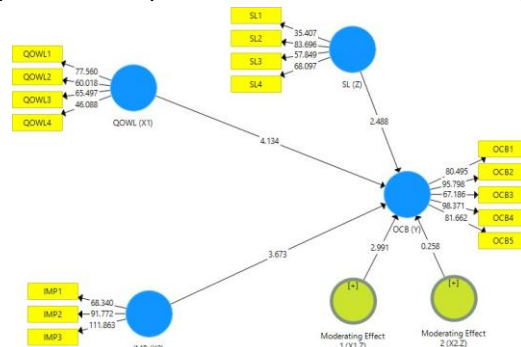
Cross-validated Redundancy (Q-square) is a way to test predictive relevance. A  $Q^2 > 0$  value indicates that the model has predictive relevance, while  $Q^2 < 0$  indicates that the model has predictive relevance.

that the model lacks predictive relevance (Ghozali and Latan, 2015:79). By using the communality and redundancy indexes, the quality of the research structural model can be estimated.

### Hypothesis Testing (Bootstrapping)



Bootstrapping is a nonparametric procedure that allows testing the statistical significance of



various PLS-SEM results such as path coefficients, Cronbach's alpha, HTMT, and  $R^2$  values.

### Structural Model Testing

Hypothesis significance testing can be seen in the P values and t-values obtained through the bootstrapping method in the Path Coefficients table and specific indirect effects. With the criteria of significance value p value  $< 0.05$  and a significance value of 5% the path coefficient is considered significant if the t-statistic value is  $> 1.96$ . To determine the effect of the relationship, it can be seen through the path coefficient with the criteria if the path coefficient below 0.30 gives a moderate effect, from 0.30 to 0.60 is strong, and more than 0.60 gives a very strong effect. There are 4 hypotheses in the inner model of this study, namely:

The table below explains the results of the significance test on each hypothesis that has a direct influence, so that it has been obtained from the smart PLS output results as follows.

### Hypothesis Testing

The results of hypothesis 1 testing indicate that the Quality of Work Life variable has a positive and significant influence on OCB with a path coefficient ( $O = 0.489$ ) and t values  $4.134 > 1.96$  with p values showing  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted so that it can be concluded that Quality of Work Life has a very strong, positive, and significant relationship with OCB. Thus, the first hypothesis proposed in this study, namely Quality of Work Life has a significant influence on OCB, is accepted.

The results of testing hypothesis 2 show that the intrinsic motivation power variable has a positive and significant influence on OCB with a path coefficient ( $O = 0.467$ ) and t values  $3.673 > 1.96$  with p values showing  $0.000 < 0.05$ , so  $H_0$  is rejected and  $H_2$  is rejected.

accepted so that it can be concluded that intrinsic motivation power has a very strong, positive, and significant relationship influence on OCB. Thus, the second hypothesis proposed in this study, namely intrinsic motivation power has a significant influence on OCB, is accepted. David (1987) explains that one of the main motives of motivation is the need for power, namely the need to make other individuals behave in such a way that they would not behave otherwise. Individuals with a high need for power are individuals who have a need

for power, want to always have influence, be effective, and be respected.

The results of testing hypothesis 3 show that the spiritual leadership variable moderates the influence of Quality of Work Life on organizational citizenship behavior (OCB) with a path coefficient ( $O = 0.389$ ) and  $t$  values  $2.991 > 1.96$  with  $p$  values indicating  $0.003 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted so it can be concluded that spiritual leadership moderates the influence of Quality of Work Life on organizational citizenship behavior (OCB). Thus, the fourth hypothesis proposed in this study, namely spiritual leadership moderates the influence of Quality of Work Life on organizational citizenship behavior (OCB), is accepted.

The results of testing hypothesis 4 show that the spiritual leadership variable moderates the influence of intrinsic motivation power on *organizational citizenship behavior* (OCB) with path coefficient ( $O_n = 0.036$ ) and  $t$  values  $0.258 < 1.96$  with  $p$  values showing  $0.796 > 0.05$  then  $H_0$  is accepted and  $H_1$  is rejected so it can be concluded that spiritual leadership does not moderate the influence of intrinsic motivation power on organizational citizenship behavior (OCB). Thus, the fifth hypothesis proposed in this study, namely spiritual leadership moderates the influence of intrinsic motivation power on organizational citizenship behavior (OCB), is rejected.

### 3.2. Discussion of Research Results

#### The Influence of Quality of Work Life on Organizational Citizenship Behavior (OCB)

Based on the results of testing hypothesis 1 in this study, Quality of Work Life has a very strong, positive, and significant influence on OCB. Quality of Work Life is a mutually beneficial relationship between work, home, individuals, and organizations. There are needs such as remuneration, security, and welfare, which must be met by the organization so that individuals can be motivated (Daniel, 2019).

The results of this study indicate that employees or members who receive good quality of work life, namely awards that are in accordance with applicable standards, a conducive work environment, including determining working hours, applicable regulations and providing employees with the opportunity to get challenging work. (job enrichment) and more opportunities, areas for self-development will increase OCB behavior. The formation of optimal OCB naturally flows and becomes a daily habit in carrying out work. On the other hand, if employees do not get a good quality of work life, namely not getting remuneration according to applicable standards, the work environment is not conducive, then there is no encouragement and wider opportunities for self-development will form an unfavorable OCB.

The results of this study support previous studies on Quality of Work Life. This is in line with previous studies conducted by Pio and Tampi (2018), Saputri et al., (2020), Aisyah and Wartini (2016), Alfonso et al., (2016), Iswiarto and Soliha (2019), Suparjati and Priyono (2018), Pio and Lengkong (2020) showing that there is a significant positive relationship between Quality of Work Life and organizational citizenship behavior (OCB).

**The Influence of Intrinsic Motivation Power on Organizational Citizenship Behavior (OCB)**

Based on the results of testing hypothesis 2 in this study, intrinsic motivation power has a strong, positive, and significant influence on organizational citizenship behavior (OCB). Intrinsic motivation power is an effort made by individuals to achieve every goal in their lives, in the organizational realm motivation is the behavior of individuals who work with all their efforts due to certain factors.

to achieve organizational goals (Judge & Robbins, 2017). High motivation from within the individual such as achievement, work it self, and responsibility increases positive attitudes that can benefit the organization, including helping organizational colleagues solve problems in the organization, caring about the organization, doing work beyond standards, maintaining relationships with colleagues and playing a role in providing input for organizational progress, these are forms of OCB behavior.

The results of this study indicate that employees or members who have good (high) intrinsic motivation in themselves can be said to carry out extra-role behavior that makes the individual show the potential that exists within themselves for the sustainability of organizational performance without considering the reward system, this is because an individual has the pleasure of involving themselves in activities in the organization.

The results of this study support previous studies on intrinsic motivation power. In line with this study, studies conducted by Asmaradita (2013), Ibrahim and Aslinda (2015), Huei, Mansor, and Tat (2014) showed positive and significant results between intrinsic motivation and OCB.

**Spiritual Leadership Moderates the Influence of Quality of Work Life towards Organizational Citizenship Behavior (OCB)**

Based on the testing of hypothesis 3 in this study, the moderating role of spiritual leadership strongly, positively, and significantly influences the relationship between Quality of Work Life and organizational citizenship behavior (OCB). A good quality of life possessed by members such as members feeling comfortable, feeling appreciated makes members prioritize morality, have a balanced soul and have ethics in interacting with others. This will make members not feel burdened when given additional tasks and will carry out the task wholeheartedly without expecting any reward.

**Spiritual Leadership moderates the influence of Intrinsic Motivation Power on Organizational Citizenship Behavior (OCB)**

Based on the testing of hypothesis 4 in this study, the moderating role of spiritual leadership moderately, positively, and insignificantly influences the relationship between intrinsic motivation power and organizational citizenship behavior (OCB).

#### 4. Conclusion

The formulation of the problem in this study is how is the role of Quality of Work Life, intrinsic motivation power, and spiritual leadership in improving Organizational Citizenship Behavior (OCB) in members of the Tegal City Police? Based on the results of data analysis through questionnaires that have been distributed to respondents, namely members of the Tegal City Police, it can be concluded that: 1. *Quality of Work Life* significantly influence OCB. Good quality of work life, namely rewards that are in accordance with applicable standards, a conducive work environment, including determining working hours, applicable regulations and providing opportunities for employees, then employees will also be willing to accept additional tasks. 2. *Intrinsic motivational power* significantly influence OCB. Employees or members who have good (high) intrinsic motivation in themselves can be said to carry out extra-role behavior that makes the individual show the potential in themselves for the sustainability of organizational performance without considering the reward system, this is because an individual has the pleasure of involving themselves in activities in the organization. 3. *spiritual leadership* moderates the influence of Quality of Work Life on *organizational citizenship behavior* (OCB). 4. *spiritual leadership* does not moderate the influence of intrinsic motivation power on organizational citizenship behavior (OCB).

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