

The Effect of Organizational Citizenship Behavior and Morale Work on Productivity of Female Workers Fatwa

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Abstract— Organizational Citizenship Behavior (OCB) and employee morale are factors that can affect work productivity. This study aims to examine empirically the role of OCB and work morale on work productivity at University X in Yogyakarta, Indonesia. The research subjects were female employees at University X who were permanent employees and had worked for at least one year. The sampling technique is done with randomization, with a simple random sampling technique. Methods of collecting data is conducted using the scale of work productivity, OCB scale, and work morale scale. Meanwhile, the analysis of research data is performed with multiple linear regression techniques. The results of simultaneous data analysis showed that OCB and work morale had an influence on work productivity on employees, while data analysis partially showed that there was no influence between OCB and employee work productivity and there was a significant effect between work morale and employee productivity at University X. OCB variable contribution and work morale amounted to 16.6% and the remaining 83.4% was influenced by other factors outside the variables studied.

Keywords— OCB, work morale, work productivity.

I. INTRODUCTION

Human resources (HR) is one of the most important factors in the organization because human resources are the determinant of the success of an organization [1]. According to Mathis and Jackson [2] human resources are the design of formal systems in an organization to achieve organizational goals effectively. Thus the organization must give important attention to human resources because the continuity and growth of the organization is very dependent on the productivity of its workforce, productive employees are able to improve the welfare of the organization [3].

The impact of high work productivity is that it can increase the standard of organizational income [4]. According to Allmon, Haas, Borchering, and Goodrum [5] high work productivity can contribute to the general welfare of employees. Meanwhile the low work productivity results in low income and organizational poverty [6]. The results of

Akinyele's study [4] found that low work productivity can create a less conducive work environment.

According to Mougheli and Azizi [7] the term work productivity means production, fertility and generative abilities. Productivity is one of the most important and influential basic variables that regulate economic production activities [8]. Boyle [9] defines work productivity as a measure of the amount of output produced by input units. Work productivity is a measure of the level of individual functioning in work that refers to the quantity or quality of work produced [10].

The results of previous studies indicate that OCB is closely related to work productivity. According to Hodson [11], one aspect that is recognized as contributing to work productivity is OCB (Organizational Citizenship Behavior). [12] in their study also found that OCB can increase work productivity. Supported by the results of research by Rezai and Sabzikaran [13] which show that the higher OCB, the higher work productivity of employees. According to Podsakoff, MacKenzie, Paine, and Bachrach, [14] OCB is able to streamline human resources to be more productive. Employees who have OCB will give their best performance outside of their official duties so that it will increase their work productivity [15].

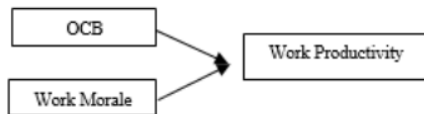
OCB is a choice behaviour that is not part of an employee's formal work obligations but supports the achievement of organizational goals [16]. Jacqueline and Shapiro [17] define OCB as the freedom of attitude to determine something, which is not directly related to the system of giving formal rewards in an organization. Meanwhile, according to Far, Zhong, and Organ [18] OCB represents individual behaviour that is free, non-binding, and not directly associated with a formal reward system, but all of these have an effect on increasing the effectiveness of functions within an organization.

Another factor that can affect employee work productivity is work morale. Draffe and Kossen [19] say that there is a relationship between work morale and work productivity. High work morale will have an impact on high

productivity while low work morale will reduce productivity [20]. Supported by the results of research conducted by Kube, Maréchal, and Puppe [21] which found that high work morale will increase work productivity.

Work morale is the overall attitude of employees in the work environment [22]. The work moral in this case is in the context of the workplace, namely the degree to which employees feel good about work and work environment [23]. According to Kube, Marchal, and Puppe [21] work morale reflects the degree to which individuals voluntarily work and contribute to organizational goals. Draffe and Kossen [19] add that work morale refers to employee attitudes both to the organizations that employ them, as well as to typical work factors, such as supervision, fellow employees, and financial stimuli.

Based on the above explanation the influence between OCB and work morale with work productivity can be described in the chart below:



The aims of this research are to empirically examine the influence of OCB and work morale towards work productivity among female workers in University X.

II. RESEARCH METHOD

A. Population and Sample

The population in this study were all female employees at University X. The samples in this study were 40 female employees at University X. The sampling technique was randomized with a simple random sampling technique. The criteria as a population in this study are as follows.

1) Female

2) Permanent employee at the University of X because the employee has passed the training period and has sufficient understanding of his job description.

Have worked at least 1 year because in that period employees can adjust to the conditions and environmental conditions at University X, internalize the norms and rules that exist in the University of X and understand the values of the goals of University X.

B. Measuring Instrument

In this study the scaling model used for the work productivity scale, and OCB is the Likert scale, while the work moral scale uses a semantic differential scale. Work productivity is revealed by the scale of work productivity by referring to the factors used in measuring work productivity according to Simamora [24], namely the quantity of work, quality of work and timeliness. OCB was revealed by OCB scale which refers to aspects of OCB according to Organ, Podsakoff and MacKenzie [15] namely conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Work morale is revealed by using a work moral scale that refers to the moral aspects of work according to Pidarta [25] and Danim [26], namely morale, obedience to rules, and responsibility.

C. Validity and Reliability of Measuring Instruments

On the scale of work productivity with the test subjects consisting of 30 female employees, the reliability coefficient obtained was 0.905. The corrected item-total correlation index moves from 0.301 to 0.725. Valid and reliable items that are used for research are 24 items.

Meanwhile on the OCB scale with the test subjects of 30 female employees, the reliability coefficient was 0.890. The corrected item-total correlation index moves from 0.338 to 0.709. Valid and reliable items that are used for research are 20 items.

On the moral scale of work with the subjects of 30 female employees, the reliability coefficient was 0.922. The corrected item-total correlation index moves from 0.498 to 0.784. Valid and reliable items that are used for research are 12 items.

D. Data Analysis

The method for analyzing data uses parametric statistical methods. Data analysis was performed using SPSS 19.0 for Windows, through multiple regression techniques, namely a statistical analysis technique to determine the effect of two independent variables (OCB and work morale) with one dependent variable (work productivity).

III. RESULT AND ANALYSIS

A. Prerequisite Test

1) Normality Test

Based on the results of the normality test in table 1, it is known that the normality index (K-SZ) obtained from the work productivity variable is 0.888 with a significance level (p) of 0.410 (p > 0.05). The normality index (K-SZ) in the OCB variable is 0.723 with a significance level (p) of 0.673 (p > 0.05). The index of normality (K-SZ) in the work productivity variable is 0.608 with a significance level (p) of 0.853 (p > 0.05). Based on these results it can be concluded that all data are normally distributed or the distribution of data in the sample can represent the population.

TABLE I. NORMALITY TEST

| No | Variable | Score K-SZ | Sig | Explanation |
|----|---------------------|------------|-------|----------------------|
| 1 | Employee Engagement | 0.961 | 0.134 | Normally distributed |
| 2 | Job Satisfaction | 0.609 | 0.852 | Normally distributed |
| 3 | Work Morale | 0.608 | 0.853 | Normally distributed |

2) Multicollinearity Test

The multicollinearity test was conducted to ensure that there was no multicollinearity relationship between the two independent variables. The rule used to determine that there is no multicollinearity relationship is to see tolerance values > 0.1 and VIF < 10. Based on the results of multicollinearity analysis in table 2, it shows that OCB and work morale have VIF values = 1.003 (VIF < 10) and tolerance 0.997 = (tolerance > 0.1). Thus, there is no multicollinearity between OCB and work morale.

TABLE II. RESULT OF MULTICOLLINEARITY TEST

| No | Variable | Tolerance | VIF | Explanation |
|----|---------------------|-----------|-------|-------------|
| 1 | Employee Engagement | 0.997 | 1.003 | Normal |
| 2 | Job Satisfaction | 0.997 | 1.003 | Normal |

B. Heteroscedasticity Test

Heteroscedasticity tests are performed to ensure that heteroscedasticity problems do not occur. The rule used to determine this is using the Spearman RHO test to know if the significance value between the independent variables with residuals is > 0.05 . Then there is no problem with heteroscedasticity, otherwise significance > 0.05 then a heteroscedasticity problem occurs. Based on the results of heteroscedasticity analysis in table 3, the significance value of OCB 0.245 ($p > 0.05$) and work morale 0.470 ($p > 0.05$) means that there is no heteroscedasticity problem in these variables.

TABLE III. RESULT OF MULTICOLLINEARITY TEST

| No | Variable | Significance | Rule | Explanation |
|----|-------------|--------------|------------|-----------------------|
| 1 | OCB | 0.245 | $P > 0.05$ | No Heteroscedasticity |
| 2 | Work Morale | 0.470 | $P > 0.05$ | No Heteroscedasticity |

C. Multiple Regression Analysis Test

Based on the results of multiple regression analysis in table 4, the magnitude of the results of the regression test analysis shows that the influence of OCB on work productivity is (rx1y) with a value of $t = -1.050$ and significance $p = 0.300$ ($p > 0.05$), which means that there is no influence between OCB and work productivity at University X. While the results of the regression test analysis between work morale on work productivity (rx2y) obtained a value of $t = 2.446$ and significance $p = 0.019$ ($p < 0.05$) which means that there is a significant influence between moral work with work productivity at University X.

TABLE IV. RESULT OF T TEST

| No | Variables | t | Sig | Criteria | Explanation |
|----|---|-------|-------|------------|----------------------------------|
| 1 | OCB \square Work Productivity | -1.05 | 0.3 | $p > 0.05$ | No influence |
| 2 | Work Morale \square Work Productivity | 2.446 | 0.019 | $p < 0.05$ | There is a significant influence |

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The results of the regression analysis in table 5, shows the results of the F Test of 3.682 with a significance of 0.035 (< 0.05), meaning OCB and work morale simultaneously influence the work productivity of employees. The contribution of OCB and work morale to work productivity is indicated by the value of R Square = 0.166, this means that OCB's contribution and work morale towards work productivity is 16.6% and the remaining 83.4% is influenced by other factors beyond the variables studied.

TABLE V. RESULT OF T TEST

| No | Variable | R | F | Significance | Criteria | Explanation |
|----|---|-------|-------|--------------|------------|-----------------------|
| 1 | OCB and work morale \square Work productivity | 0.166 | 3.682 | 0 | $P < 0.05$ | There is an influence |

The results of the regression analysis on the two independent variables namely OCB and work morale on employee work productivity showed that OCB and work morale simultaneously affected employee work productivity. These results indicate that the first hypothesis is accepted so that the work productivity variable can be predicted based on OCB and work morale. Together, the two independent variables contributed 16.6% to work productivity so that the remaining 83.4% could be influenced by other variables. Other variables include personality, work ethic, perception of the role of work, environment, labor market, the influence of regulations, and workplace conditions [27].

Based on the results of the research conducted, it was found that the second hypothesis was rejected, the results showed that there was no effect of OCB variables on work productivity on female employees at the university X. From these results it can be said that employee productivity cannot be predicted based on OCB variables. The results obtained are contrary to the theory previously assumed by several researchers, such as the results of Hodson's [11] study which shows that aspects of work productivity are influenced by OCB. Furthermore, according to Hall, Zinko, Alexia, and Gerald [12] work productivity is influenced by OCB. The results of Rezai and Sabzikaran [13] research similarly show that OCB has an effect on increasing work productivity. The better the OCB, the higher work productivity of employees can be. Employees who are willing to give their best performance outside their official duties will increase their work productivity. According to Podsakoff, MacKenzie, Paine, and Bachrach, [14] OCB influences organizational effectiveness because OCB can increase the productivity of co-workers and managers and is able to streamline human resources to be more productive, and as a form of employee maintenance and improving organizational performance. Finally OCB affects organizational performance [15].

In the third hypothesis proposed, it was found that there was an effect of work morale on employee work productivity so that the hypothesis was accepted. The results obtained are supported by theory and the results of other relevant research such as the results of the study of Drafke and Kossen [19] which say that there is a relationship between work morale and productivity. High work morale will have an impact on high productivity, so also if low work morale will reduce productivity. While the results of the study of Kube, Maréchal, and Puppe [21] show that high moral is associated with high productivity. Bafadal [28] reinforces that work morale is manifested in the form of individual spirit in work. Lecturers who have enthusiasm in work have a deep willingness and pleasure in doing their jobs. The difference in willingness and pleasure will also cause differences in attitudes and work behaviour. If the employee has a genuine will and deep pleasure in working then the inner atmosphere, passion for

work, enthusiasm to work, and active in work will be realized in the employee so that it will ultimately affect work productivity as indicated by the number of jobs to be completed, quality the results of his work and ability to complete the task on time.

Employee morale is also related to obedience to rules [29]-[30]. Employees who show obedience to the rules with timeliness in work and awareness of the rules and regulations that apply in the organization will affect the productivity of their work which begins with the behaviour of coming to work early, not wasting time, high in terms of attendance and no delay and absenteeism in various jobs.

In addition, Sastrohadiwiro[31] reinforces that work morale is indicated by aspects of responsibility in work. Responsibility can be seen from the ability of employees to complete work, finish it well, on time and take risks or initiatives. Thus employees who can be responsible for their work can affect their productivity because being able to trigger jobs can be completed faster and better than the target.

IV. CONCLUSION

Conclusions that can be taken in this study include: 1) simultaneously there is a significant influence between OCB and work morale on work productivity. 2) Partially there is no influence between OCB on work productivity. 3). partially there is a significant influence between work morale and work productivity.

ACKNOWLEDGMENT

The author would like to thank the Institute of Research and Community Service (LPPM) of Universitas Ahmad Dahlan Yogyakarta for providing research funds so that this research could be carried out and resolve smoothly.

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