



The influence of quality of work life and knowledge management on organizational citizenship behavior with job satisfaction as a mediating variable. (Study on DPRD Secretariat West Pasaman Regency)

Rizki Aulia¹, Yuliharsi², Hendra Lukito³

¹Master of Management, Andalas University, Padang, Indonesia

^{2,3}Andalas University, Padang, Indonesia

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ABSTRACT

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This study aims to analyze the factors influencing organizational citizenship behavior (OCB) at work, including quality of work life and knowledge management with job satisfaction as a mediating variable. The research population is employees of the Secretariat of the Pasaman Barat Regency DPRD with a sample of 66 employees. Using descriptive statistical analysis and factor description with SmartPLS 4.0, the results show that quality of work life and knowledge management have a positive and significant relationship with OCB. Quality of work life and knowledge management also have a positive and significant impact on job satisfaction, which in turn influences OCB positively and significantly. Additionally, job satisfaction significantly mediates the relationship between quality of work life and OCB, as well as knowledge management and OCB.

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Corresponding Author:

Rizki Aulia,
Faculty of Economy and Business,
Magister Management Andalas University,
PerintisKemerdekaan no: 77, Padang, West Sumatera, 25121, Indonesia.
Email: Rizkiaulia2107@gmail.com

1. INTRODUCTION

Organization is collaboration between two or more people with predetermined goals, creating a relationship between superiors and subordinates. (Robbins, 2018) argues that an organization is a consciously coordinated social unity, with relatively identifiable boundaries, which works on a relatively basic basis. Continuously to achieve a common goal or group of goals.

The key to the success of an organization lies in the ability of its members to make positive contributions to achieving organizational goals. Organizations need members who are willing to do more than routine tasks and provide performance that exceeds expectations. In the current dynamic work era, especially when tasks are often carried out in teams, organizations really need members who can play extra roles (Helmi & L., 2021) According to (I, 2018) OCB means contributions that go beyond role demands at work, such as helping coworkers, volunteering for additional tasks, complying with workplace rules and procedures.

(Zaki.i, 2018) stated OCB is discretionary behavior that is recognized, either explicitly or not, by the formal system, and overall functions effectively and efficiently in an organization. OCB also reflects prosocial behavior which involves positive, constructive and meaningful social actions that help.

The west Pasaman DPRD Secretariat has the main task, namely carrying out tasks related to the administration of the West Pasaman Regency DPRD in supporting the implementation of the main tasks of the employee. The researcher chose the West Pasaman Regency DPRD Secretariat as the research object because the researcher found problems with quality work life and knowledge management which led to satisfaction employees' work at work decreases, causing a decline in the organizational citizenship behavior of employees.

Factors that affect inequality Behavior (ocb) is the quality of working life (QWL). Qwl reflects the employees' view of their welfare needs in the work environment, which can influence career development (Parsa, n., beigi & Temin, 2019) QWL is a holistic concept that involves fair compensation, social integration, and safe, healthy working conditions In organization. This provides opportunities for the individual. To improve and utilize the full potential of (Nareehan et al., 2019).

OCB is not only caused by QWL, but also from knowledge management.(Robbins, 2018) view regarding knowledge management states that it involves the ability to work by understanding and motivating other people, both in individual and group contexts.

Based on previous research conducted by Sumarsi (2021), the study found that Quality of Work Life (QWL) has a positive impact on Organizational Citizenship Behavior (OCB). Employees with higher QWL are more likely to engage in behaviors that go beyond their formal responsibilities, by adhering to organizational norms and making these behaviors part of their daily routine. Aryani (2020) found a significant positive relationship between knowledge management practices and OCB. Effective knowledge management allows employees to exhibit extra-role behaviors by equipping them with necessary information and resources. Parsa, et al. (2019) emphasized the importance of QWL and job satisfaction in enhancing OCB. This study suggests that organizations providing fair compensation, safe working conditions, and opportunities for self-development can create an environment where employees voluntarily contribute beyond their specified roles.

However, there are gaps in the existing literature that call for further research: Specific Settings: More research is needed focusing on public sector employees in specific regions like Pasaman Barat. This study aims to explore these dynamics within the specific context of the Sekretariat DPRD Kabupaten Pasaman Barat. Integrated Model: Previous studies often examined the impact of QWL and knowledge management on OCB separately. An integrated model, considering both factors along with job satisfaction as a mediating variable, is necessary to offer a more comprehensive understanding of how these variables interact to influence OCB. Job Satisfaction as a Mediator: The role of job satisfaction as a mediator between QWL, knowledge management, and OCB has not been extensively explored. This research seeks to investigate how job satisfaction mediates the relationship between QWL, knowledge management, and OCB, providing deeper insights into the mechanisms at play. Quantitative Evidence: Some previous studies heavily relied on qualitative data. This study aims to provide strong quantitative evidence to support findings, offering statistical validation of the relationship between QWL, knowledge management, job satisfaction, and OCB.

Based on the background of the problem above, the authors are interested in conducting further research on: "The Influence of Quality of Work Life and Knowledge Management on Organizational Citizenship Behavior of West Pasaman DPRD Secretariat Employees with Job Satisfaction as a Mediating Variable"

2. RESEARCH METHOD

The object of research explains what and who is the object of research, where, when the research is carried out, the addition of other things needed (Umar, 2017). The object of this research is the West Pasaman DPRD Secretariat. The type of research used is causative, which is research with the aim of determining the causal relationship between the problem phenomena with those that affect the research variables. The research was conducted using quantitative methods, using statistical analysis by empirically testing the relationship between study variables (Sekaran, 2017).

The populations in this study were DPRD Secretariat employee's pasaman barat regency with a total population in this study of 79 employees. This study took a sample of 66 employees as proposed by (Sugiyono, 2018), saturated sampling is a sampling technique when all members of the population are used as samples. The identity of the respondents was analyzed based on 6 characteristics, namely gender, age, education, length of work, position, employment status, and salary.

This study uses organizational citizenship behaviour as the bound variable. OCB is discretionary behavior that is recognized, either explicitly or not, by the formal system, and overall functions effectively and efficiently in an organization. OCB also reflects prosocial behavior which involves positive, constructive and meaningful social actions that help. The questionnaire applied a 5-point Likert scale and was guided by a questionnaire that had been developed by previous researchers and modified according to research needs described in Table 1. The questionnaire was given to respondents in the form of angket.

Table 1. Questionnaire References

Research Variable	Author	Number of question
Quality of work life	Wayne (2018)	18
Knowledge Management	(Anfajaya & Rahayu, 2020)	10
Job Satisfaction	Schermerhorn (2018)	10
Organizational citizenship behavior	Podsakof (2017)	10

3. RESULT AND DISCUSSION

This study will use SmartPLS 4.0 for the data analysis method starting from the measurement model (outer model), model structure (inner model), and hypothesis testing (Ghozali, 2018). PLS according to (Ghozali, 2018) is an approach from covariance-based Structural Equation Modeling (SEM) to variant-based. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. PLS is the method and used as confirmation of the study theory. The measurement model test was conducted to measure the validity and reliability tests. While structural model testing is carried out to test causality or to test hypotheses. Data analysis includes outer model, convergent validity, discriminant validity, reliability. and structural model testing (inner model) to test the hypothesis, coefficient of determination (R^2), the relevance of prediction (Q^2), Path Coefficient to describe the results that affect the construct and test the mediation effect.

To analyze the data in this study, the LRA technique was used, namely, the data for each variable in this study was calculated to know the distribution of respondents' answers to each variable and indicator. Table 2 shows that the LRA of this research variable is in the range of a quite good category to a good category. The highest LRA score is the burnout variables with a percentage of 81,93% while the lowest LRA percentage is the workload variable with a percentage of 78,1%.

Table 2. Results of Descriptive Variables

Research Variable	N	Mean	TCR	Category
1. Quality of Work Life	66	3,94	78,81%	Fairly Good
2. Knowledge Management	66	4,09	81,93%	Good
3. Job Satisfaction	66	3,98	79,63%	Good
4. Organizational Citizenship Behavior	66	4,07	81,42%	Good

Convergent Validity is a construct validity that measures how far a construct is positively correlated with other constructs (Hair et al., 2018) Convergent validity relates to the principle that measures of a construct should be highly correlated. Indicators with a high loading factor have a strong contribution to explaining the latent variable and vice versa the indicators with a low loading factor have a weak contribution to explaining the latent variable. The rule of thumb used for convergent validity is outer loading > 0.7, if the value of outer loading > 0.7 then it is said that the indicator is valid and otherwise an indicator must be removed from the measurement model when the value of outer loading is < 0.7 and then the model is calculated again. The outer loading value of each research variable can be seen in the figure and table below.

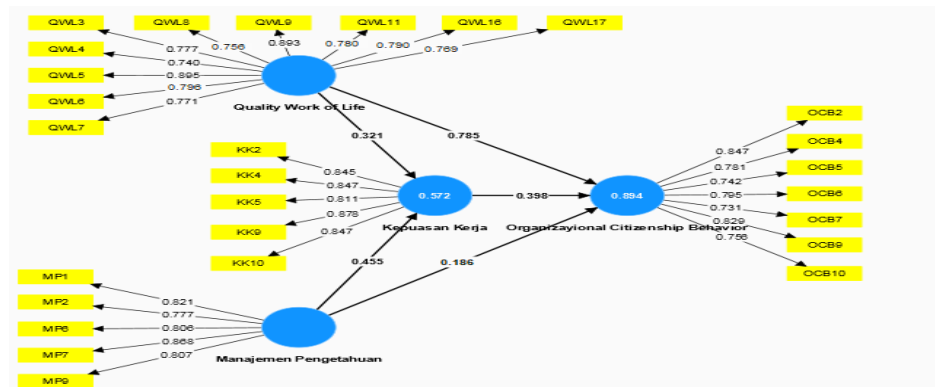


Figure 2. Outer Model

The AVE value describes the big variance or diversity of the manifest variables that can be owned by the latent variable. Thus, the greater the variance or diversity of the manifest variables that can be contained by the latent variable, the greater the representation of the manifest variable on the latent variable. The AVE value is acceptable if the value is above 0.5, meaning that more than half the diversity of the indicators can explain the latent variable. The results show that all variables have an AVE value above 0.5.

Discriminant validity refers to the extent to which certain constructs in the same model differ from each other (Barclay et al., 1995). To test discriminant validity there are three types of analysis used: Fornell and Larcker criteria, cross-loading, and heterotrait-monotrait ratio (HTMT). Based on the Fornell and Larcker test, cross-loading and HTMT ratios fulfilled the requirements of discriminant validity and are considered valid.

The reliability test is intended to regulate how much measurement can measure with a stable or consistent instrument (Hair et al., 2018). A construct is declared reliable if the value of Cronbach's Alpha and Composite Reliability > 0.7. The results of Cronbach's Alpha and Composite Reliability tests have fulfilled the criteria greater than 0.7. Therefore, it can be concluded that all variables are considered reliable or have good reliability to measure the construct.

The next step in testing the structural model is to test the R-square which aims to find out how the relationship between variables, according to (Chin, 1998) the R-square

value of 0.67 is categorized as strong, then if the value is 0.33 it is categorized as moderate and 0.19 is said weakly. The results of the R-square test show that the contribution of the influence given by workload, work ambiguity, and work stress to burnout is 0.668, so it can be said that the contribution of the influence given by workload, organizational culture, and work stress to burnout is moderate so that it shows the accuracy of the prediction of the moderate model. Then the contribution of the influence given by workload and work ambiguity to work stress is 0.442, and then the contribution of the influence given by workload and work ambiguity to work stress is moderate, thus indicating moderate model prediction accuracy.

According (Chin, 1998) explains that a model shows a good predictive relevance when its Q^2 value is greater than zero which indicates a good exogenous latent variable (appropriate) as an explanatory variable that can predict its endogenous latent variable. The result of the test is that the structural model obtained has a good prediction of relevance. This means that workload and work ambiguity are appropriate as explanatory variables that can predict work stress then workload, work ambiguity, and work stress are appropriate as explanatory variables that can predict burnout. Path Coefficient will describe the contribution or influence between variables, carried out through a bootstrapping procedure. Path coefficient evaluation is used to show how strong the effect or influence of the independent variable is on the dependent variable. In short, the path coefficient is used to determine whether the research hypothesis is accepted or rejected. The hypothesis accepted or rejected can be seen on the value of the t-statistical test. If the value of the t statistic is above 1.96 (t-table) and the significance (p-value) is less than 0.05, the hypothesis is accepted. The test results can be seen in Table 3.

Table 3. Hypotheses Testing

Hypotheses	Original Sample (O)	T		Explanation
		Statistics (O/STDEV)	P Values	
H1 : QWL -> OCB	0,785	4,198	0,000	Significant
H2 : MP-> OCB	0,186	3,870	0,001	Significant
H3 : QWL -> KK	0,321	3,066	0,006	Significant
H4 : MP -> KK	0,455	4,148	0,007	Signifikan
H5 : KK ->OCB	0,398	4,077	0,000	Significant

To interpret the results or hypothesis testing on the data of the inner model stage, it can be seen from the value of the direct influence of each independent variable on the dependent variable which is shown in Table 3. The results of hypothesis testing are as follows:

- H1: Quality of work life has a positive and significant effect on organizational citizenship behavior.
- H2: Knowledge management has a positive and significant effect on organizational citizenship behavior
- H3: Quality of work life has a positive and significant effect Knowledge management.
- H4: Knowledge management has a positive and significant effect job satisfaction.
- H5: Job satisfaction has a positive and significant effect organizational citizenship behavior

This study also uses mediating variables. According to (Hair et al., 2018) argues that the mediating effect explains the influence between the independent variable and the dependent variable through the mediating variable. The test to find out whether the job satisfaction variable mediates the quality of worklife variable on the organizational citizenship variable and the job satisfaction variable mediates the knowledge management variable on the organizational citizenship behaviour variable. The results of the study can be seen in Table 4.

Table 4. Mediation Testing

Hypotheses	Original Sample (O)	T Statistics (O/STDEV)	P Values	Explanation
H6 : QWL -> KK -> OCB	0,128	2,963	0,005	Partial mediating
H7 : MP -> KK -> OCB	0,181	2,394	0,003	Partial mediating

To interpret the results or mediation test on the data of the inner model stage can be seen in Table 4. The results of the mediation test are as follows:

- H6: Job satisfaction can give a full mediating influence of the quality of worklife on organizational citizen behaviour because the direct effect and the indirect effect are significant.
- H7: Job satisfaction has a partial effect of mediating knowledge management on organizational citizens behaviour because the direct and indirect effects are significant.

In this research the results show that all variables have an AVE value above 0.5. Based on the Fornel and Larcker test, cross-loading and HTMT ratios fulfilled the requirements of discriminant validity and are considered valid. The results of Cronbanch's Alpha and Composite Reliability tests have fulfilled the criteria greater than 0.7. Therefore, it can be concluded that all variables are considered reliable or have good reliability to measure the construct.

The results of the R-square test show that the contribution of the influence given quality of work life and knowledge management on job is 0.668, so it can be said that the contribution of the influence given by uality of work life and knowledge management on job satisfaction is moderate so that it shows the accuracy of the prediction of the moderate model. Then the contribution of the influence given by quality of work life, knowledge management and job sastisfaction on organizational citizenship behaviour workload and work ambiguity to work stress is 0.442, and then the contribution of the is moderate, thus indicating moderate model prediction accuracy. The result of the test is that the structural model obtained has a good prediction of relevance. This means that workload and organizational culture are appropriate as explanatory variables that can predict quality of work life, knowledge management and job satisfaction are appropriate as explanatory variables that can organizational citizenship behaviour.

4. CONCLUSION

Quality of work life has a positive and significant effect on organiz`ational citizenship behavior. Knowledge management has a positive and significant effect on organizationall citizenship behavior. Quality of work life has a positive and significant effect Knowledge management. Knowledge management has a positive and significant effect job satisfaction. Job satisfaction has a positive and significant effect organizational citizenship behavior. Job satisfaction can give a full mediating influence of the quality of worklife on organizational citizen behaviour because the direct effect and the indirect effect are significant. Job satisfaction has a partial effect of mediating knowledge management on organizational citizen's behaviour because the direct and indirect effects are significant.

Quality of work life was provided to the employee with A salary received according to a given job can also be good for an increase Disturbing behavior employees inside Working. The study found that quality of work life has positive and significant impact of Employee disturbing behavior, this can be According to data distribution of the frequency of respondents' answers, the wages received by employees according to the job provided by the company, this proves that the salary received by javan is good enough as the company provides employment that is acceptable to the employees will be able to increase The disturbing behavior of employees inside working. The management of the

west pasaman regency DPRD secretariat should be aware of the correspondability between jobs given to employees and salaries received by employees, how the behavior behavior increases knowledge management issues also disturbing behavior effects Employee in the job. The study found that knowledge management had a positive and significant impact Regarding the disturbing behavior employees thing This can be seen on data distribution frequencies of respondents' answers on statements I believe can work well with the knowledge I have, it proves that the knowledge management that an employee has Is going to disturbing disturbing behavior the employee. The management of the west pasaman regency DPRD secretariat is more attentive Abilities those employees have and can improve again this ability will hlps shape the disturbing behaviorEmployees work among employees because they feel confident in their abilities The management of the Secretariat of the Pasaman Barat District Council should pay more attention to and facilitate the continuous development of employees' knowledge according to their respective fields. This can be done by providing appropriate training and mentoring, providing access to sources of knowledge, and creating a work culture that encourages collaboration and knowledge sharing among employees. Therefore, employees will be more motivated to contribute more actively in carrying out their tasks, which will help realize organizational citizenship behavior among employees in the workplace as employees feel confident in their abilities.

Job satisfaction felt by employees of th west pasaman regency DPRD secretariat can trigger an increase in employee organizational citizenship behavior. In this study, it was found that job satisfaction had a positive and significant effect on employee organizational citizenship behavior. This can be seen in the frequency distribution data of respondents' answers to the statement, the agency provides work in accordance with my educational background, proving that the abilities possessed by an employee are in accordance with The work they do will be able to increase the employee's satisfaction at work which will have an impact on increasing the employee's organizational citizenship behavior. The management of the West Pasaman Regency DPRD Secretariat can pay more attention to the distribution of abilities possessed by employees before giving work to employees so that employees will feel happy and satisfied doing the work This can be achieved by providing training and development to employees according to their needs and potential, so that employees feel appreciated and valued by the institution. In addition, giving rewards and recognition for employee contributions to improving organizational performance can also motivate employees to contribute more through organizational citizenship behavior. By focusing on employee job satisfaction, it is expected that employee performance and loyalty to the organization can increase. It is hoped that the limitations of this research can be a lesson for further research in the future. Several limitations in the research that could influence the research results are as follows:

Factors that influence employee organizational citizenship behavior in this study are limited to quality of work life, knowledge management and job satisfaction. Meanwhile, there are many other variables that can influence employee organizational citizenship behavior. The sample of this research is limited to employees working as staff, meanwhile in the object of this research there are employees with other working positions but were not taken as samples. The object of this research is limited to government agencies, namely the West Pasaman Regency DPRD Secretariat, while testing is still needed in other agencies, including non-government agencies, The method of data collection using only questionnaires in this study may lead to responder bias that can affect the research results. Additionally, time constraints in the research also impact the validity and reliability of the research findings. A longer study period may provide more accurate and reliable results. The limited use of statistical analysis in this research can also hinder a comprehensive understanding of the relationships between the variables studied. More complex analytical methods are needed to obtain more profound results. External factors such as economic, political, and social conditions during the study can

also influence the research results. Furthermore, this research was only conducted at one location or institution, so generalizing the research results to the population of employees in general can be a limitation in this study. The suggestions that can be given by the author regarding the results of this research are as follows: Future research is expected to use a larger and more extensive sample in order to obtain better research results, more generalizable, and able to provide a more real picture of employee organizational citizenship behavior. Future research is expected to use other objects besides the West Pasaman Regency DPRD Secretariat, such as manufacturing companies, health services and so on. Future research is expected to examine other factors that can influence employee performance such as organizational support, work experience, locus of control and so on. And by using other mediating factors such as cyberloafing behavior and so on, Further in-depth and comprehensive longitudinal research is needed to examine the relationship between organizational citizenship behavior and employee performance over a longer period of time. It is also important to consider moderating variables such as leadership, organizational culture, and employee motivation that can influence this relationship. Additionally, future research could utilize qualitative methods to gain a deeper understanding of the factors that affect organizational citizenship behavior and employee performance. It is also recommended to involve more factors in this research to obtain a more comprehensive understanding of the connection between organizational citizenship behavior and employee performance.

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