

# **The Effect of Organizational Commitment and Quality of Work Life on Organizational Citizenship Behavior during Pandemic in Wastewater Management Company PD PAL Banjarmasin**

**SHILMA IRVANIA AL DIFA\* AND MEISKE CLAUDIA**

Study Program of Management, Faculty of Economics and Business, Lambung Mangkurat University, Banjarmasin, Indonesia

## **ABSTRACT**

The purpose of this research is to determine and analyze : (1) the influence of Organizational Commitment and Quality Of Work Life (QWL) on OCB, (2) the influence of Organizational Commitment on OCB, and (3) the influence of Quality Of Work Life (QWL) on Organizational Citizenship Behavior (OCB) in PD PAL Banjarmasin City. This research uses explanatory research. The respondents of this study were 31 employees of PD PAL Banjarmasin City. The sampling technique used is saturated sampling or census. Data collection techniques with questionnaires. This study uses 4 classical assumption tests, namely, multicollinearity, heteroscedasticity, normality and linearity tests. The data analysis technique uses Multiple Linear Regression Analysis with the help of SPSS 21 application software. The results of the F test showed that Organizational Commitment and Quality of Work Life (QWL) had a positive and significant effect on Organizational Citizenship Behavior (OCB). The results of the t-test of the Organizational Commitment variable have a positive and significant effect on Organizational Citizenship Behavior (OCB). While the t-test of the Quality of Work Life (QWL) variable has a positive but not significant effect on Organizational Citizenship Behavior (OCB).

**Keywords:** Organizational Commitment, Organizational Citizenship Behavior (OCB), Quality of Work Life (QWL)

## **INTRODUCTION**

The occurrence of untreated Wastewater will cause water pollution because the content of substances carried by domestic Wastewater will cause a decrease in the quality of water that has been used as a source of water by the population. One alternative solution to the Wastewater treatment solution is to use an artificial Wetland system or constructed

wetlands. One of the companies that can solve this problem in Banjarmasin, South Kalimantan is a Regional Wastewater Management Company or what is called PD PAL. Regional Waste Water Management Company (PD PAL) Banjarmasin City, which is engaged in managing sanitation, especially household Wastewater, becomes an urgent need when negative impacts begin to be felt, such as threats to human health and contamination of Groundwater and Water Bodies (Rivers). From here, researchers are interested in examining PD PAL that engaged in the wetland sector to determine The Effect of Organizational

---

Corresponding author: Dr. Meiske Claudia,  
Study Program of Management, Faculty of  
Economics and Business, Lambung Mangkurat  
University, Banjarmasin (70123),  
E-mail: mclaudia@ulm.ac.id

## Commitment and Quality of Work Life on Organizational Citizenship Behavior.

Organizational Citizenship Behavior (OCB) is work behavior that exceeds the primary needs of a worker (Jahangir, Akbar, & Haq', 2004). The behavior in question can be in the form of behavior that is not part of the job description or the main task of the employee. OCB represents the behavior or actions of employees based on their own desires, and this is primarily the freedom of choice of each employee (Velickovska, 2017). OCB can be interpreted as a behavior carried out voluntarily by employees who work in the company to support the functions of the organization. OCB is shown by an attitude that is not selfish, helps others, and is more oriented to the welfare of others. Employee involvement in extra activities outside of their main duties can be caused by various things, for example, because employees feel part of the organization, a manifestation of the employee's own personal achievements, triggered by the role of other people in the work environment, including fear of becoming unemployed.

OCB consists of five dimensions they are Conscientiousness, Altruism, Civic Virtue, Sportsmanship, and Courtesy. Conscientiousness (More Effort) is a behavior that shows effort beyond what is expected by the organization (Podsakoff, Organ, & MacKenzie, 2006). Altruism (Unselfishness) is the behavior of helping each other towards workers who have difficulty in a situation both for organizational tasks and personal problems (Podsakoff, Organ, & MacKenzie, 2006). Civic Virtue (responsibility) is responsible behavior

in organizational life such as following developments and organizational changes, having a sense of initiative, and providing suggestions for identifying solutions (Podsakoff, Organ, & MacKenzie, 2006, hal. 26). Sportsmanship (positive attitude) is a tolerant behavior towards less than ideal situations in the organization without complaining and objecting. And the last dimension, namely Courtesy (courtesy) is good behavior with colleagues to avoid problems (Podsakoff, Organ, & MacKenzie, 2006).

Employees are human resources who carry out an important role in the operation of the company. In the world of work, employee loyalty to the organization that houses them is a very important issue. Loyalty to the organization must be shown in the form of a commitment. The importance of Organizational Commitment in employees, making employees able to develop OCB so that they can achieve organizational goals and objectives. OC dimensions according to affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990). Affective commitment is an emotional feelings for the organization and belief in the values and goals of the organization. Continuance commitment is the perceived economic value of staying in an organization when compared to leaving the organization. Normative commitment is the obligation to remain in the organization for moral or ethical reasons.

Employee commitment can make the work environment comfortable so that it makes employees feel at home while at work and completes their responsibilities well. Organizations must create a work with such a quality environment called Quality of work life as an effort to maintain mental and psychological stability of employees.

Organizational development techniques designed to improve organizational functions by humanizing the work place, being more democratic, and involving employees in decision making are called quality of work life. Quality of work life supports democracy of employees at all levels and encourages their participation in decision making (Greenberg & Baron, 2000, hal. 612). (Porkiani, 2011) states that the quality of work life has five dimensions, namely job security, fairness and equality, salary and benefits, increased skills and opportunities, employee participation in decision making.

This research was conducted at the Regional Wastewater Management Company

(PD PAL) Banjarmasin City. PD PAL Banjarmasin City has the particular task of building, maintaining, making a system, and wastewater treatment through pipe lines and non-pipeline (offsite/onsite) in accordance with quality standards. The Regional Wastewater Management Company (PD PAL) of Banjarmasin City in carrying out its main tasks is also accompanied by functions as administrative and financial implementation, and development: technical/pipeline and non-pipeline network development and maintenance; implementation of development, socialization of provisions/rules to the public; implementation of customer relationship development and service network relationship; implementation of work program planning and implementation of operational supervision/control; and administration of administrative affairs. The following are the results of the work assessment of the Regional Wastewater Management Company (PD PAL) Banjarmasin City employees, totaling 31 non-leader employees.

Table 1. Data on the Work Results of PD PAL Employees in Banjarmasin City

No	Scale Range	Number (People)
1	Very good	13
2	Good	8
3	Average	10
4	Not Good	-
5	Very Not Good	-
		31

Source: PD PAL Banjarmasin City (2021)

Based on Table 1 that there are 10 employees who still do not have the ability in accordance with the target desired by PD PAL. Employees of the Regional Wastewater Management Company (PD PAL) of

Banjarmasin City have a target value that must be achieved, which is a minimum of 80. The phenomenon of employees who fall into the category of not having the ability to complete work optimally can be shown in Table 2 below

which shows the predicate scale of employee assessment at PD PAL Banjarmasin City. Based on the Assessment Predicate Table, employees who have enough scores are in the scale range > 71 to 80.

PD PAL Banjarmasin City has thirty-one employees from two main fields which can be seen in Table 3 below.

Table 2 Scale Range

Scale Range	
>91–100	Very good
>81–90	Good
>71–80	Average
>61–70	Not Good
≤ 60	Very Not Good

Source: PD PAL Banjarmasin City, 2021

Table 3. Population by Field/Section

Field/Section	Number (People)	Resign (People)
1 Field Engineering	18	
2 General Field	13	2
<b>Total</b>	<b>31</b>	

Source: PD PAL Banjarmasin City (2021)

In Table 3 it can be seen that the total number of employees of PD PAL Banjarmasin City is 31 people. However, based on the observations of researcher, PD PAL Banjarmasin is indicated to have problems with OCB. These problems are indicated by behavior in the Sportsmanship dimension. At PD PAL Banjarmasin City, there are employee behaviors that describe a negative image to others, there are employee complaints about matters related to their work. An example of an employee who is working is called by his coworker to help with his work, but it is contrary to the field controls. Another dimension of OCB, namely Conscientiousness, shows the problem that there are still 10 employees that must be addressed by PD PAL Banjarmasin City, because the employee's ability to complete work within the specified time limit has not been carried out properly. This is due to the policy of PD PAL Banjarmasin City to only limit 2 people per

year for training or development. So their abilities are limited.

Another dimension of OCB, namely Civic Virtue, shows the problem that there are cases of employees leaving their responsibilities, where in the administration section there are employees who do not do the work that should be done. It can be seen that there are still many documents that have not been entered into company data. So that the work that should be completed on time becomes past the specified limit. For example, incoming and outgoing letters that must be inputted every year by the administration are not carried out for 3 years. The reason they delay the job for 3 years is only to expect assistance from interns at PD PAL Banjarmasin City.

Loyalty to the organization must be shown in the form of a commitment. The Normative Commitment Dimension shows that there are problems at PD PAL Banjarmasin City as many as two employees resign. This shows that the

obligation to stay in the organization for moral or ethical reasons is not being carried out properly. One of the reasons for the two employees who resigned was because they did not get satisfaction both in terms of career paths and in terms of the compensation they received. They feel they already have experience working at PD PAL in Banjarmasin City. There is also a sense of boredom towards work because they feel they are not developing. This phenomenon shows that these employees have a low commitment to the organization.

Employee commitment is able to protect the environment, making employees feel at home at work. The dimensions of QWL are skills improvement field and opportunity, to improve skills both in theory and practice are very limited in terms of the budget where the policies made are derived from the Banjarmasin Regional Government Decree (PEMDA), especially for wastewater management such as in hotels, restaurants, hospital, office, and others. Opportunity to develop for the managerial level in this case in the general field, technical field and Director position, because they must pass the competency test.

Research gap (Kurniawan, 2015) Effect of OC on OCB in PT. X Bandung, partially, among the dimensions of organizational commitment has not significant except normative commitment which has significant effect on OCB. The sentence states that "Partially, among several imensions of Organizational Commitment there are in significant ones, but only the Normative Commitment dimension has a significant effect on OCB".

QWL and OC affect OCB (Study on Permanent Employees of PT Pindad PERSERO  
Journal of Wetlands Environmental Management  
Vol 10, No 2 (2022) 15 - 24  
<http://dx.doi.org/10.20527/ijwem.v10i2.283>

Bandung) states that Quality of Work Life (QWL) does not significantly affect Organizational Citizenship Behavior (OCB). The results of the QWL and OC research have a significant effect on OCB (Syahbanuari & Abdurrahman, 2019).

## **MATERIALS AND METHODS**

### **Organizational Citizenship Behavior (OCB)**

According to (Podsakoff, Organ, & MacKenzie, 2006), Organizational citizenship behavior is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.

### **Organizational Commitment**

According to Robbins & Judge (2013) defines commitment is a condition in which an individual sides with the organization and its goals and desires to maintain membership in the organization.

### **Quality of Work Life (QWL)**

According to Cascio (2011) QWL is aset of goals to be achieved through organizational policies such as safe working conditions, promotion policies from within, job improvement, fair compensation, and others.

## **The Effect of Organizational Commitment and Quality of Work Life (QWL) on OCB**

The results of research from (Hastuti & Wibowo, 2020) state that Organizational Commitment (OC) and QWL have a positive and significant effect on OCB. This means that if employees have high organizational commitment and are supported by excellent quality of work life, they can have a significant influence on organizational citizenship behavior(OCB).

### **Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)**

The results of research from (Podsakoff, Organ, & MacKenzie, 2006) tells that Organizational Commitment affects OCB. The higher the individual's commitment to the organization, can create engagement as part of organizational citizenship behavior (OCB).

### **Effect of Quality of Work Life (QWL) on Organizational Citizenship Behavior(OCB)**

A good QWL can increase OCB. OCB is part of employees' formal work obligations that support the effective functioning of the organization (Robbins & Judge, 2013). This research is supported by (Marhamah, 2013) says that QWL has a direct positive effect on OCB.

## **Hypothesis**

The form of problem-solving research carried out is to seek and develop various temporary answers based on strong theoretical

Journal of Wetlands Environmental Management  
Vol 10, No 2 (2022) 15 - 24  
<http://dx.doi.org/10.20527/ijwem.v10i2.283>

references. The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence (Sugiyono, 2017).

After the hypothesis is structured, the researcher analyses it through research. The hypothesis is presented merely for temporary problem solving, with the understanding that the research carried out can result in the rejection or acceptance of the hypothesis presented. Based on this explanation, the following hypothesis can be formulated:

H1: Organizational Commitment and Quality Of Work Life (QWL) have a simultaneous effect on Organizational Citizenship Behavior (OCB).

This hypothesis is based on research (Hastuti & Wibowo, 2020) which states that Organizational Commitment and Quality Of Work Life (QWL) have a significant effect on Organizational Citizenship Behavior (OCB).

H2: Organizational Commitment has an effect on Organizational Citizenship Behavior (OCB).

This hypothesis is based on research (Subejo, Thoyib, & Aisjah, 2013) which states that Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB).

H3 : Quality of Work Life (QWL) has an effect on Organizational Citizenship Behavior (OCB).

This hypothesis is in line with research (Marhamah, 2013) that Quality of Work Life (QWL) has a significant effect on Organizational Citizenship Behavior (OCB).

This research is an explanatory research type. The population and samples used in this

study were all employees of PD PAL Banjarmasin City as many as 31 respondents. This study uses 4 classical assumption tests, namely, multicollinearity, heteroscedasticity, normality and linearity tests. The analysis technique in this study uses multiple linear regression analyses with the help of the SPSS version 21 application. Data collection techniques use questionnaires and also direct interviews with respondents.

## RESULTS AND DISCUSSION

### Multiple Linear Regression Analysis Results

The results of the analysis in this study using multiple linear regression, and the results can be seen as follows:

**Table 4 Multiple Linear Regression Analysis Results**

Variable Dependent	Variable Independent	Regression Coefficient	t test	Sig.	Meaning
<i>Organizational Citizenship Behavior (Y)</i>	<i>Organizational Commitment(X1)</i>	0,778	5,126	0,000	Significant
	<i>Quality of Work Life (X2)</i>	0,247	1,429	0,164	Not significant
<b>Constant</b>		0,070	<b>Adjusted R Square</b>		0,644
<b>R</b>		0,817	<b>F test</b>		28,086
<b>R Square</b>		0,667	<b>Sig.F</b>		0,000
<b>Standar Error of the Estimate</b>		0,30696			

#### The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The Organizational Commitment regression coefficient of 0.778 indicates the Organizational Commitment variable is positive, meaning there is an directional relationship between Organizational Commitment and Organizational Citizenship Behavior. This shows that if Organizational Commitment increases, Organizational Citizenship Behavior will also increase, conversely if Organizational Commitment decreases, Organizational Citizenship Behavior will also decrease.

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

The Quality of Work Life (QWL) regression coefficient (X2) of 0.247 indicates a positive value, meaning there is an undirectional relationship between Quality of Work Life and Organizational Citizenship Behavior. This shows that if the Quality of Work Life increases, the Organizational Citizenship Behavior will also increase, on the contrary, if the Quality of Work Life decreases, the Organizational Citizenship Behavior will also decrease.

#### R-value

The R-value of 0.817 is a correlation coefficient that shows the level of relationship between the

Organizational Commitment and Quality Of Work Life variables with the Organizational Citizenship Behavior variable. The correlation value indicates a very strong relationship because it is between 0.800 to 1,000.

### **R Square**

The value of R Square on the coefficient of determination of 0.667 or 66.7% means that the variable Organizational Citizenship Behavior can be influenced by Organizational Commitment and Quality Of Work Life, while the remaining 33.3% can be explained by other factors not examined in this study, such as Job Satisfaction, Personality, Employee Morale, Motivation, Leadership Style, Trust In Leadership, and Organizational Culture based on research conducted by (Rahmawati & Prasetya, 2017).

### **Constant**

Constant ( $\alpha$ ) = 0.070 indicates a constant value, meaning that if there is no increase or decrease in the Organizational Commitment and Quality Of Work Life variables, the variable remains or constant at 0.070.

## **CONCLUSIONS**

1. The results of the study are in line with research conducted by (Hastuti & Wibowo, 2020) which says that Organizational Commitment and Quality of Work Life have a significant and positive effect on Organizational Citizenship Behavior. It is shown that employees who have Organizational Commitment and high QWL will encourage the emergence of OCB, because they are more likely to speak and think positively about the organization, are willing to help other individuals, and perform above-normal performance.

2. The results of the study are in line with research conducted by (Subejo, Thoyib, & Aisjah, 2013) which says that Organizational Commitment has a significant and positive effect on Organizational Citizenship Behavior because if an individual sided with the organization and its goals and desires to maintain membership in the organization This means that there is a high alignment with the organization as well. This will increase OCB in the organization.
3. The results of this study are not in line with research conducted by (Marhamah, 2013) which says that the Quality of Work Life has a significant and positive effect on Organizational Citizenship Behavior. In this study, the results that have been studied and obtained QWL have a positive but not significant effect. This means that no matter how good or good QWL is, it will barely give a small or not too big influence on OCB. The operational conditions provided and offered by PD pal, employees will accept and continue to work at PD PAL who will remain part of the organization

## **ACKNOWLEDGMENT**

1. Organizational Commitment (X1) indicator, especially the Continuace Commitment indicator, employees are rarely trying to take advantage of the opportunities that exist in the organization. The leader should provide both moral and material support. For example, by preparing a budget for technical guidance on good wastewater management, General training, Procurement of Goods and Services, Archiving, Public Speaking Training and Water Sampling. It is expected that in one year PD PAL Banjarmasin City can conduct training for more than two employees. If employees are given training, their performances will increase which will be seen in the increase of their

Organizational Citizenship Behavior. If the employees have been trained, then they will be committed to the organization.

2. Quality Of Work Life (X2) indicator, especially the Job Security indicator, it is ensured from the position of their remaining position, the leader should conduct a competency test to see the value of employees who meet the standards to be promoted to certain positions. Promotions should be based on work performance. If the employee is tested for competence by the leadership and it will be seen that the employee gets the test score more than the standard, then the employee has the right to be promoted to his position. Meanwhile, for the Received Material Salary and Benefits dimension on the salary suitability indicator with the level of difficulty of the job, the leadership should differentiate in giving salaries to employees because of those who have positions and those who do not get the same number of salaries. PD PAL should give salary based on fairness which should be adjusted to the rank class and working period of his employees.

## REFERENCES

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective continuance and normative commitment to the organization. *Journal of Occupational Psychology, The British Psychological Society*, 1-18.
- Cascio, W. F. (2011). *Managing Human Resource*. Colorado: McGraw-Hill.
- Greenberg, J., & Baron, J. A. (2000). *Behavior in Organizations: Managing the Human Side of Work, Seventh Edition*. New Jersey: Prentice Hall International Inc.
- Hastuti, N. T., & Wibowo, U. D. (2020). Pengaruh Quality of Work Life (QWL) dan Organizational Commitment (OC) terhadap Organizational Citizenship Behavior (OCB) pada Perawat Tetap. *PSIMPHONI*, 1-9.
- Jahangir, N., Akbar, M. M., & Haq', M. (2004). Organizational Citizenship Behavior: Its Nature and Antecedent. *BRAC University Journal*, 75-85.
- Kurniawan, A. (2015). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pt X Bandung. *Jurnal Manajemen*, 15, 95-118.
- Marhamah. (2013). Pengaruh Quality Of Work Life (QWL) Dan Reward Terhadap Organizational Citizenship Behavior (OCB) Pada Guru Sekolah Dasar Negeri (SDN) Di Babelan Bekasi. *Jurnal Manajemen Pendidikan*.

- Podsakoff, P. M., Organ, D. W., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior*. California: Sag Publications Inc.
- Porkiani, M. (2011). Relationship Between the Quality of Work Life and Employees' Aggression. *Journal of American Science*, Vol.7, No.2.
- Rahmawati, T., & Prasetya, A. (2017). Analisis faktor-faktor yang mempengaruhi organizational citizenship behavior (OCB) pada karyawan tetap dan karyawan kontrak (Studi pada karyawan Pizza Hut kota Malang). *Jurnal Administrasi Bisnis (JAB)*, 97-106.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior*. New Jersey: Pearson Education.
- Subejo, T. E., Thoyib, A., & Aisjah, S. (2013). The Effect of Organizational Commitment And Organization Identity Strength to Citizenship Behaviour (OCB) Impact On Fire Departement And Disaster Employee Performance in Jakarta Indonesia. *IOSR Journal of Business and Management (IOSR-JBM)*, 30-36.
- Sugiyono. (2017). *Metodologi Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV Alfabeta.
- Syahbanuari, B. A., & Abdurrahman, D. (2019). Pengaruh Quality Of Work Life (QWL) dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB) . *Prosiding Manajemen*, 59-65.
- Velickovska, I. (2017). Organizational Citinzenship Behavior - Definition, Determinants and Effects. *Engineering Management*, 40-51.