

THE EFFECT OF WORK ENVIRONMENT, SELF EFFICAY, ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON JOB SATISFACTION (Study On PT. Pos Indonesia (Persero) SPP Pos Branch Office Erlangga Semarang)

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ABSTRACT

The purpose of this study was to determine the effect of work environment, self-efficacy, organizational citizenship behavior on job satisfaction at PT. Pos Indonesia (Persero) SPP Erlangga Post Office Branch Semarang. The population in this study were employees of PT. Pos Indonesia (Persero) Branch Post Office SPP Erlangga Semarang, totaling 128 employees. The sampling technique used saturated sample so that it involved all the population as many as 128 employees. The data obtained were analyzed using multiple linear regression . The analytical tool used is the IBM SPSS 25 program. The results showed that: (1) Work environment had a positive and significant effect on job satisfaction (2) Self-efficacy had a positive and significant effect on job satisfaction (3) Organizational Citizenship Behavior had a positive and significant effect on job satisfaction

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1. INTRODUCTION

The scope of human resource management generally discusses matters relating to human beings, including job satisfaction. Job satisfaction at work is an indication that employees have feelings of pleasure in carrying out their duties. For organizations, job satisfaction must receive attention and fulfillment Sitangga, et al (2019) . Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important, job satisfaction is basically something that is individual , Supatmi, et al (2014) . Job satisfaction is the general attitude of an individual towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job. Someone who is dissatisfied with his job shows a negative attitude towards his job. According to Mangkunegara (2017), that affect job satisfaction are (1) employee factors, namely IQ intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitude. (2) job factors , namely type of work, organizational structure, rank (class), position, quality of supervisor, financial security, opportunity for promotion, social interaction, and work relations. Increased self-efficacy is likely to encourage the growth of job satisfaction. So that the self-confidence that exists is due to the burden of responsibility that must be completed by Mishra, et al, (2016) . The success and sustainability of an organization will be largely determined by the willingness of employees to behave not only in doing their main tasks, but also having a desire to become good employees (good zitzen) in the

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organization . Mark'oczy, et al (2004) . OCB is an important variable on job satisfaction Anwar (2021) .

The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned, such as cleaning, music, lighting, etc. Sunyoto (2013) . An employee is able to carry out his activities well, so that an optimal result is achieved, if it is supported by an appropriate working environment. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable Misrah., et al (2016), The results of research conducted by Santoso., et al (2019) that the work environment has a positive and significant effect on job satisfaction. This is different from the results of Nasution (2017) that the work environment has no effect on job satisfaction. This is different from the research of George., et al (2017), that the work environment has a significant effect on job satisfaction. Self-efficacy is a person's evaluation of his ability or self-competence to perform tasks, achieve goals or overcome obstacles Byrne., et al, (2003) . The individual's belief that he or she can successfully carry out the behavior required by a given situation Betz (2004) . The results of research conducted by Santoso., et al, (2019) that self-efficacy has a positive and significant effect on job satisfaction. This is different from the results of the study by Tumengkol., et al (2020) that self-efficacy has no significant effect on job satisfaction. This is different from the research of Farshad., et al (2013), that self-efficacy has a significant effect on job satisfaction. Organizational citizenship behavior (OCB) is a visible and observable voluntary behavior . OCB is a behavior, therefore OCB is actually based on a dominant motive or value. Volunteering in the form of behavior does not necessarily reflect actual willingness. Indeed, to know the values of employees is not always easy, therefore pragmatically management practices in organizations are often oriented to what can be observed, namely behavior. Behavior formation is often based on external rewards and punishments . Triyanto, et al (2009) . The results of research conducted by Anwar (2021) that Organizational Citizenship Behavior (OCB) has a significant positive effect on job satisfaction. This is different from Lukito (2020) that Organizational Citizenship Behavior (OCB) does not have a positive effect on job satisfaction. This is different from the research of Ezekiel., et al (2014) that Organizational Citizenship Behavior has a significant effect on job satisfaction.

Siagian (2014), The work environment is an environment where employees do their daily work. Another opinion is Nitisemito (2010), The work environment is everything that is around the workers that can affect him in carrying out the tasks / work that is charged. The work environment is everything that exists in the workers' environment that can be influenced by themselves in carrying out work tasks such as air temperature, ventilation, lighting, humidity, noise, cleanliness and work equipment. The work environment can be interpreted as the entire tooling that is faced, the surrounding environment where a worker is, his work methods, as the influence of his work both as individuals and as a group . Afandi (2018) . Work Environment Factors Sedarmayanti (2011), that affect the formation of a working environmental condition associated with the ability of employees, including: Lighting or light in the workplace, Temperature or air temperature in the workplace, Humidity at work, Air circulation in the workplace , Noise at work, Bad odors at work, Coloring at work, Decoration at work, Music at work, Safety at work.

Sembiring (2022), defines self-efficacy as a person's evaluation of his ability or competence to perform a task, achieve goals and overcome obstacles. Self-efficacy is a person's level of belief or belief in self-confidence (self-confidence) in doing and carrying out certain jobs . Idris, et al (2020) . Efficacy is a self-assessment, whether you can do good or bad actions, right or wrong, can or can't do what is required. Unlike the case with ideals that describe something ideal that should (can be achieved), efficacy only describes self-assessment Alwisol (2006) . Factors that affect self-efficacy, self-efficacy or self-belief can be obtained, changed, increased or

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decreased, through one or a combination of four sources, namely experience in mastering something achievement (performance accomplishment), vicarious experience (vicarious experience), social persuasion. (social persuasion) and emotional generation (emotional psychological states) Alwisol (2014) . According to Ghufron., et al (2014), self-efficacy is the result of cognitive processes in the form of decisions, beliefs, or expectations about the extent to which individuals estimate their abilities to carry out certain tasks or actions needed to achieve the desired results. Self-efficacy can be measured by using the level (level), strength (strength), and generalization (generality).

Robbins (2015), citizenship behavior is a behavior of freedom of choice that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace. With this behavior, employees are expected to do more work than their job responsibilities and provide performance above expectations for the success of the organization. Titisari (2014), defines OCB as behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. OCB is a form of work behavior that is usually not seen or taken into account, there are two approaches to the OCB concept, namely OCB is an extra role performance that is separate from in-role performance or performance according to the job description, the second approach is to look at OCB from political principles or philosophy, approach This identifies the behavior of organizational members with citizenship behavior, this behavior arises because of the feeling of individuals as members of the organization who have a sense of satisfaction if they can do something more than the organization Hardiyanti, et al (2016) . factors that influence the emergence of OCB Hardiyanti., et al (2016), are quite complex and interrelated with each other. Among these factors that will be discussed include organizational culture and climate, personality and mood, perceptions of organizational support, perceptions of the quality of superior-subordinate interactions, tenure and gender. Titisari (2014), OCB as behavior that is an individual choice and initiative, is not related to the organization's formal reward system but in aggregate increases organizational effectiveness. The following dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

Job satisfaction is an important thing that individuals have in their work. Robbins (2015) . Wibowo (2011) job satisfaction is the degree of positive or negative a person's feelings about various aspects of work tasks, workplace and relationships with fellow workers. On the other hand, job satisfaction is an emotional attitude that enjoys and loves work. This attitude is reflected by work morale, discipline, and work performance Hasibuan (2013) . Sutrisno, (2017) job satisfaction is influenced by factors including psychological factors, social factors, physical factors, and financial factors. Wibowo (2017) Job satisfaction is a general attitude towards one's job as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received. Dimensions that affect job satisfaction Wibowo, (2017) are the work itself, proper salary or wages, promotions, supervision, coworkers .

2. METHOD

2.1 Types and Data Source

Ferdinand (2019), population is a combination of all elements in the form of events, things or have characteristics that are the center of attention of a researcher because they are seen as research. The population is 128 employees. In this study using saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples . Sugiyono (2015) . The research method used in this study is a quantitative method.

Data were collected using a questionnaire, with a Likert scale of 1 to 5. The Likert scale is a scale used to measure research variables or a group of people Hasan (2004) .

2.2 Analysis Method

Testing the instrument in this research is using the validity test and reliability test, to measure the validity test, factor analysis is carried out first by using the KMO test (Kaiser-Mayer-Olkin). The KMO value varies from 0 to 1, the desired value must be > 0.05 Ghozali (2018) , while to find out whether an indicator is valid through the loading factor value shows a value greater than 0.4 then it is considered valid and worthy of further analysis Ghozali (2018) . Furthermore, a reliability test is carried out to determine how far the measurement results remain consistent or stable from time to time. Measurements were made with Cronbach Alpha (α). A construct or variable can be said to be reliable if it gives a Cronbach Alpha value > 0.7 Ghozali (2018) . Multiple linear regression is used to test the effect of two or more independent variables on one dependent variable . Ghozali (2018) .

The model test in this study uses the coefficient of determination (R^2) and the f test. a value (R^2) which is close to one can mean that the independent variables provide almost all the information needed to predict the variation of the dependent variable Ghozali (2018) . The f-test uses the criteria if the significant value is <0.05 , then this model test can be said to be feasible to use if the significant value is >0.05 , then the research model can be said to be unfit for use . Ghozali (2018) . Hypothesis testing is carried out with criteria if the significant value is <0.05 then the hypothesis is accepted and if the significant value is >0.05 then the hypothesis is rejected . Ghozali (2018) .

3. RELUST AND DISCUSSION

3.1 Research Description

The object of this research is the employees of PT. Pos Indonesia, the Post Office of SPP Erlangga Semarang, with 128 copies of the questionnaire and 128 of the returned questionnaires. The sampling technique was carried out by saturated sampling where all members of the population were used as samples Sugiyono (2015) . The research method used in this study is a quantitative method. Data were collected using a questionnaire, with a Likert scale of 1 to 5. This study uses descriptive analysis includes descriptive respondents and descriptive variables. The description of the respondent can provide simple information about the condition of the respondent who is the object of research. The identity of the respondents in this study was based on gender , age, education and years of service. Based on gender, 128 respondents showed that male respondents were 121 people (94.5%) while female respondents were 7 people (5.5%). Based on the age of the respondents in 128 respondents showed that the employees of PT. Pos Indonesia mostly aged 20-30 years as much as 60 with a percentage (46.9%). And the age of 31-40 years as many as 41 with a percentage (32%). Based on the latest education in 128 respondents, there are more SMA/SMK graduates as many as 92 people with a percentage of 71,9 % . Based on the tenure of 128 respondents, it shows that most of them are dominated by having a service period of less than 10 years as many as 91 people with a percentage (71.1 %) .

3.2 Variable Description

Based on the description of the work environment variable (X1), it can be known through the average (mean) of 4,06 . While the median value (median) is 4.00 and the value that often appears (mode) is the value 4. So it can be concluded that most of the respondents agreed. This shows that the overall response of the employees stated that the work environment was included in the good category. Furthermore, it can be explained that the self-efficacy variable (X2) can be known with an average (mean) of 4.17 while the median value (median) is 4.0 and

the value that often appears (mode) is 4. So it can be concluded that most of the respondents agree. This shows that overall in terms of responses, the employees stated that the self-efficacy given was in the good category. Furthermore, it can be explained that the OCB variable (X3) can be known through the average (mean) of 4.05 while the median value (median) is 4.00 and the value that often appears (mode) is the value of 4. So it can be concluded that most of the respondents gave answer agrees. This shows that the overall response of the employees stated that OCB was in the good category. And finally, it can be explained that job satisfaction (Y) shows that the average value (mean) is 4.03 , while the median value (median) is 4.0 and the value that often appears (mode) is 4. So it can be concluded that concluded that most of the respondents gave the answer agree. This shows that overall in terms of responses the employees stated that their job satisfaction was classified as good category.

3.3 Validity test

The results of the validity test can be explained that the KMO value > 0.5 means that the sample is declared valid, all items in the indicators of work environment variables, self-efficacy, organizational citizenship behavior on job satisfaction can be declared valid > 0.4 Ghozali (2018) .

3.4 Reliability Test

Table 1 Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Information
Work Environment (X1)	0.826	0.7	Reliable
Self Efficacy (X2)	0.829	0.7	Reliable
OCB (X3)	0.901	0.7	Reliable
Job Satisfaction (Y)	0.893	0.7	Reliable

Source: primary data processed in 2022

It can be seen that the variables of work environment (X1), self-efficacy (X2), organizational citizenship behavior (X3), and job satisfaction (Y) resulted in Cronbach's alpha value > 0.7 Ghozali (2018) . So it can be concluded that all variables in this study can be said to be reliable and feasible to be used for further hypothesis testing.

3.5 Data analysis

Table 2 Regression Test Results

Variable	Standardized Coefficients	Sig	Information
Work Environment	Beta 0.208	0.000	Hypothesis accepted

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(X1)			
Self Efficacy (X2)	0.209	0.008	Hypothesis accepted
Organizational Citizenship Behavior (X3)	0.603	0.000	Hypothesis accepted

Source: primary data processed in 2022

Based on the table above, it can be obtained multiple linear equations as follows:

$$Y_1 = 1X_1 + 2X_2 + 3X_3$$

$$Y_1 = 0.208X_1 + 0.209X_2 + 0.603X_3$$

After processing the data with the help of the SPSS version 25 program, it was obtained based on the regression equation above, it can be seen that the Standardized Coefficients (Beta) value of the work environment is 0.208, self-efficacy is 0.209, and organizational citizenship behavior is 0.603. The equation shows that the variables of work environment, self-efficacy, organizational citizenship behavior have a positive influence on job satisfaction. This means that the higher the work environment variable, self-efficacy, organizational citizenship behavior, the higher the job satisfaction of employees.

The most dominant variable in influencing the increase in employee job satisfaction at the Post Office (SPP) Erlangga Semarang is organizational citizenship behavior .

3.6 Coefficient of Determination Test (R^2)

Table 3 Test Results for the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.853 ^a	0.697	0.690	2,236

a. Predictors : (Constant), WORK ENVIRONMENT (X1), SELF-EFFICIENCY (X2), ORGANIZATIONAL CITIZENSHIP BEHAVIOR (X3)

Source: primary data processed in 2022

In the coefficient of determination test (R^2), it shows that the Adjusted R Square is 69.0%. This means that the variables of work environment, self-efficacy, organizational citizenship behavior are able to explain the variation of 69.0% on job satisfaction of employees of PT. Pos Indonesia (Persero) Branch Post Office (SPP) Erlangga Semarang. While the remaining 31.0% (100% - 69.0%) are influenced by variables that are not observed.

3.7 F Uji test

Table 4 F . Test Results

ANOVA ^a						
Model		Sum Of Squares	df	Mean Square	F	Sig
1	Regressio n	1426,609	3	475.536	95,125	0.000 ^a

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Residual	619,883	124	4,999
Total	2046,492	127	

a. Dependent Variable : Job Satisfaction (Y)
b. Predictors : (Constant). WORK ENVIRONMENT (X1), SELF-EFFICIENCY (X2), ORGANIZATIONAL CITIZENSHIP BEHAVIOR (X3)

Source: primary data processed in 2022

on the f test, it is known that the calculated f between work environment, self-efficacy, and organizational citizenship behavior (OCB) on job satisfaction is 95.125 with a significant level (Sig) of 0.000 < 0.05 Ghazali (2018), This can be concluded that the variables of work environment, self-efficacy, and organizational citizenship behavior have a simultaneous effect on job satisfaction. So that in this study it is declared feasible and can be analyzed.

The Effect of Work Environment on Job Satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline and work performance Hasibuan (2013) . Therefore, job satisfaction will be better if it is supported by a work environment. The work environment is everything that is around the workers that can affect themselves in carrying out the tasks / jobs assigned by Nitisemito (2010) . The test results obtained partially there is a positive and significant influence between the Work Environment (X1) on Job Satisfaction (Y) At PT. Pos Indonesia (SPP) Erlangga Semarang Branch. A conducive work environment is needed in an organization, employees need a good work environment for personal comfort and to make it easier to do their duties well, meaning that the better the work environment, the better job satisfaction will be. This work environment for employees is reflected in being able to work together with all employees, in addition to establishing good relationships with colleagues at the same level, and establishing good relationships with superiors.

The results of this study support previous findings by Sudharma., et al, (2017), Tawas., et al (2016), and George., et al (2017), stated that the work environment has a positive and significant influence on job satisfaction.

The Effect of Self-Efficacy on Job Satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline and work performance Hasibuan (2013) . Therefore, job satisfaction will be better if it is supported by self-efficacy. Self-efficacy is a person's evaluation of his ability or competence to perform tasks, achieve goals and overcome obstacles Sembiring (2022) . The test results obtained partially there is a positive and significant influence between self-efficacy (X2) on Job Satisfaction (Y) at PT. Pos Indonesia (SPP) Erlangga Semarang Branch. Self-efficacy of employees who have high efficacy will be able to work to complete the work given by the company well, meaning that the better the self-efficacy, the better job satisfaction will be. Self- efficacy in employees is reflected in feeling that experience is the basis for confidence in carrying out tasks, besides being confident that they are able to do a task well because they have the ability to do it, and feel that experience is a supporter in workers.

The results of this study support previous findings by Hendar., et al (2020) , Dotulong., et al (2015), and Farshad., et al (2013), stating that self-efficacy has a positive and significant effect on job satisfaction.

The Effect of Organizational Citizenship Behavior (OCB) on Job Satisfaction

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Job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline and work performance Hasibuan (2013) . Therefore, job satisfaction will be better if it is supported by organizational citizenship behavior. Organizational citizenship behavior is behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness Titisari (2014) . The test results obtained partially there is a positive and significant influence between Organizational Citizenship Behavior (X3) on Job Satisfaction (Y) at PT. Pos Indonesia (SPP) Erlangga Semarang Branch. Organizational Citizenship Behavior behavior that is concerned with others (altruism), preventing problems with co-workers (courtesy), willingness to tolerate (spormanship), caring for the survival of the organization (civic virtue) and behavior that exceeds the minimum requirements (conscientiousness) which is getting better will increase satisfaction work means that the better the organizational citizenship behavior, the job satisfaction will also be better. Organizational citizenship behavior in employees is reflected in not wasting work time, besides always respecting and respecting the rights and privacy of co-workers, and being able to take advantage of tasks properly.

The results of this study support the findings by Tjahjaningsih., et al (2017) , Triyanto., et al (2009), and Ezekiel., et al (2014), which state that organizational citizenship behavior has a positive and significant effect on job satisfaction.

4. CONCLUSION

The work environment has a positive and significant effect on job satisfaction for employees of the Indonesian Post Office (SPP) Erlangga Semarang Branch. This means that the better the work environment, the higher job satisfaction Self-efficacy has a positive and significant effect on job satisfaction for employees of the Indonesian Post Office (SPP) Erlangga Semarang Branch. This means that the better self-efficacy, the higher job satisfaction. Organizational citizenship behavior has a positive and significant effect on job satisfaction for employees of the Indonesian Post Office (SPP) Erlangga Semarang Branch. This means that the better the organizational citizenship behavior, the higher job satisfaction.

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