



(MUDIMA)



The Relationship Between Job Satisfaction and Employee Morale with Organizational Citizenship Behavior in Employees of PT Telkom Directorate of Digital Business & Technology

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ARTICLE INFO

Keywords: Adolescents, Self-Harm, Rational Emotive Behavior Therapy, Big Five Personality Traits

Received: 3 December

Revised: 25 January

Accepted: 23 February

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ABSTRACT

The purpose of this study is to clarify how organizational citizenship behavior and job satisfaction relate to one another among PT Telkom Indonesia Directorate of Digital Business & Technology employees. There were 270 research participants in this study. And an F value of 320.780 and a significance level of 0.000 ($p < 0.05$), the findings demonstrated a significant correlation between work satisfaction employee morale, and Organisational Citizenship Behavior (OCB). Importantly Good Relationship The correlation for job satisfaction with OCB was $t = 11.824$ with $p = 0.000$ ($p < 0.05$). These findings support the hypothesis that there is a favorable correlation between PT Telkom Indonesia Directorate of Digital Business & Technology employees' Organisational Citizenship Behavior (OCB) and job satisfaction. The employee morale variable's third hypothesis with OCB had a coefficient of $t = 5.512$ and a p-value of 0.000 ($p < 0.05$). This indicates that Organisational Citizenship Behavior (OCB) and employee morale are significantly positively correlated

INTRODUCTION

In today's era of globalization, it is essential to implement change at both the organizational and individual levels. Every organization must consistently innovate, remain proactive, and be capable of swiftly addressing all requirements in product development. Organizations or companies leverage their resources to create products that satisfy the demands of the current market. The Human Resources (HR) department within a company or organization is a critical asset, as it significantly influences the establishment of goals, the implementation of actions, and the decision-making processes necessary to achieve the organization's anticipated objectives. Mangkunegara (in Annisa, 2021) emphasises that a crucial factor for the company's successful development is achieving a balance between employees and the organisation.

In response to the challenges presented by the digital industry, the Government is committed to supporting national digitalization and internalizing the transformation agenda. This commitment is reflected in the emphasis on empowering human resources, as outlined in the Circular Letter of the Ministry of SOEs: SE/MBU/07/2020. Dated 1 July 2020, concerning the Core Values of Human Resources in State-Owned Enterprises, it is mandated that every State-Owned Enterprise must implement the values known as AKHLAK. AKHLAK is characterized by the principles of Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which form the foundation of the behavior exhibited by SOE personnel. The implementation of the AKHLAK core value is essential for SOE personnel, particularly within the Telkom group environment. All employees are expected to apply this effectively. They should be prepared to undertake additional responsibilities beyond their primary duties, including assisting others, actively participating, utilizing time efficiently, and delivering supplementary services. Furthermore, employees are encouraged to support their colleagues' learning, complete tasks to the highest standard, and contribute to fostering a positive work environment. The efforts of employees

to go beyond the requirements of their designated roles within the organization are referred to as Organisational Citizenship Behavior (OCB). Organ (1997) and Titisari (2014) define Organisational Citizenship Behavior (OCB) as voluntary individual actions that are not directly tied to the reward system, yet contribute to the effective functioning of the organization. As stated by Dyne (1995) in Titisari (2014), Organisational Citizenship Behavior (OCB) refers to actions that are advantageous to the organization and may also benefit it, performed voluntarily and going beyond the requirements of one's role. The issue regarding Organisational Citizenship Behavior (OCB) among employees at PT Telkom Indonesia within the digital business and technology directorate is that several employees express concerns that, while engaged in the demanding work of product development, they are expected to not only fulfill their primary responsibilities but also undertake supplementary tasks. These additional expectations include assisting colleagues, actively participating in team activities, optimizing time management, and delivering enhanced services. Furthermore, employees are expected to assist colleagues in their learning journey, deliver tasks with the utmost quality, maintain a supportive demeanor, and foster a positive work environment in alignment with the core values upheld within the Telkom group. This situation can lead to certain employees feeling overwhelmed, as they are tasked with responsibilities that fall outside their defined job roles. When there is a transition within teams for the sharing process, employees are often granted access without sufficient guidance. The process typically occurs at night, allowing for regular work to be completed during the day. However, with minimal explanations provided and an expectation for employees to independently review the code, this approach

Organ et al. (2006: 10) in Titisari (2014) indicated that Organisational Citizenship Behavior (OCB) is shaped by two primary factors: internal and external influences. Internal factors originating from employees encompass job satisfaction, commitment, personality, employee morale, and motivation.

External factors influencing employees include leadership style, trust in leaders, and organizational culture.

According to Robbins (2006), as cited in Titisari (2014), internal factors play a significant role in shaping Organisational Citizenship Behavior (OCB), with job satisfaction being a key determinant of employee OCB. Satisfied employees tend to express favorable opinions about the organization, assist their colleagues, and achieve performance levels that exceed expectations. Highly satisfied employees may demonstrate greater compliance with their responsibilities, as they seek to replicate the positive experiences highlighted in prior research studies. As noted by Golbasi, Kelleci, and Dogan (2008) in Prasetyo, Sofiah, and Wibisono (2023), job satisfaction encompasses an individual's emotional and behavioral reactions to their employment, incorporating assessments of work accomplishments, workplace conditions, and overall quality of work life. Employee morale plays a significant role in Organisational Citizenship Behavior (OCB). Researchers aim to investigate the potential relationship between employee morale and Organisational Citizenship Behavior (OCB). A strong foundation of employee morale within the organization will positively influence the attainment of company objectives. According to Djati (2008: 15), as cited in Titisari (2014), the term morals is derived from the Latin word *mores*, which signifies decency, character, or behavior. Morals encompass teachings or guidelines regarding intentional good and bad actions. Employees with elevated morale will undoubtedly demonstrate increased work enthusiasm and strong discipline. Siswanto (2013) in Suana and Suahya (2016) asserts that employee morale is a spiritual condition or behavior of individual workers and groups that can lead to significant satisfaction among the workforce, motivating them to work diligently and ultimately achieve the objectives established by the company.

METHODS

The method employed in sampling involves the Purposive Sampling technique, where the sample selected is intended to gather data relevant to the research problem. This approach necessitates data sources that meet specific criteria based on particular research parameters (Sugiyono, 2021). The sample represents a segment of the population selected to illustrate the attributes of the population being examined. The sample size is established by consulting the table created by Krejcie and Morgan, which outlines the sample size of the population size. The study comprised a total population of 1,127 individuals, from which a sample size of 270 participants was derived using a 5% significance level. The sampling employed in this study adhered to the following criteria:

1. Active employee at PT Telkom Indonesia - Directorate of Digital Business & Technology.
2. Have worked for at least 1 year.
3. Employee status at the scene.

This study employs a quantitative research methodology utilizing a Likert scale data collection tool through a questionnaire. The questionnaire assesses the Organisational Citizenship Behavior (OCB) scale, Job Satisfaction Scale, and Employee Morale Scale, which includes both favorable and unfavorable statements with scoring options of Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS). The development of measuring instruments involves several tests, including the Validity Test, Reliability Test, Assumption Test, Normality Distribution Test, Linearity Relationship Test, Multicorrelation Relationship Test, and Heteroscedasticity Test. This research presents three hypotheses: the first posits a positive and significant relationship between job satisfaction and employee morale with Organisational Citizenship Behavior. The second hypothesis suggests a positive and significant relationship between job satisfaction and Organisational Citizenship Behavior. Lastly, the third hypothesis indicates a positive and significant relationship between employee morale and

Organisational Citizenship Behavior. accordance with the purpose of measurement (Sugiyono, 2017).

RESULTS AND DISCUSSION

This research tests several test tools, namely as follows:

1. Test

Validity A measuring instrument can be said to be valid if the tool is able to measure what should be measured and can provide relevant information in

a. *Validity of Organizational Citizenship Behavior (OCB) Scale*

The results of the OCB scale item discrimination test consisting of 30 items, in the second or last round of analysis showed the price of the *index corrected item-total correlation* which moved from 0.119 to 0.417.

Table 1. Organizational Citizenship Behavior Scale Item Validity Test Results

Initial Item Count	Analysis Round	Item Number Failed	Number of Items Remaining	Description
30	I	1,4,5,8,15,24	24	<i>Index corrected item-total correlation</i> moves from 0.87 to 0.439
24	II	-	24	<i>The corrected item-total correlation index</i> moves from 0.119 to 0.417.

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

b. *Validity of Job Satisfaction Scale*

The results of the discrimination test of job satisfaction scale items consisting of 39 items, in the

second or last round of analysis showed the price of the *index corrected item-total correlation* which moved from 0.117 to 0.437.

Table 2. Results of Validity Test of Job Satisfaction Scale Items

Initial Item Count	Analysis Round	Item Number Failed	Number of Items Remaining	Description
39	I	2,8,30	36	<i>Index corrected item-total correlation</i> moves from 0.79 to 0.429
36	II	None	36	<i>The corrected item-total correlation index</i> moves from 0.117 to 0.437.

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

c. *Validity of Employee Morale Scale*

The results of the discrimination test of the employee morale scale items consisting of 18 items,

in the second or last round of analysis showed the price of the *index corrected item-total correlation* which moved from 0.117 to 0.403.

Table 3. Summary of Validity Test of Employee Morale Scale Items

Initial Item Count	Analysis Round	Item Number Failed	Number of Items Remaining	Description
18	I	1,11	16	<i>Index corrected item-total correlation</i> moves from 0.80 to 0.415
16	II	-	16	<i>The corrected item-total correlation index</i> moves from 0.117 to 0.403.

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

2. Reliability of Measurement Tools

The reliability or reliability of measuring instruments can be known if the measuring instrument is able to show relatively the same measurement results when measuring the same subject again (Azwar, 2013).

a. Reliability of *Organizational Citizenship Behavior* (OCB) Scale

The results of the OCB scale reliability test after two rounds of analysis obtained an Alpha Cronbach reliability coefficient of 0.773 with a total of 24 valid items.

Table 4. Organizational Citizenship Behavior (OCB) Scale Item Reliability Test Results

Number of Items Analysed	Analysis Round	Number of Valid Items	Number of Failed Items	Reliability
30	I	24	6	0,779
24	II	24	0	0,773

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

b. Reliability of Job Satisfaction Scale

The results of the job satisfaction scale reliability test after two rounds of analysis obtained an Alpha

Cronbach reliability coefficient of 0.829 with a total of 36 valid items.

Table 5. Reliability Test Results of Job Satisfaction Scale Items

Number of Items Analysed	Analysis Round	Number of Valid Items	Number of Failed Items	Reliability
39	I	36	3	0,818
36	II	36	0	0,829

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

c. Reliability of Employee Morale Scale

The results of the employee morale scale reliability test after three rounds of analysis obtained an Alpha

Cronbach reliability coefficient of 0.677 with a total of 16 valid items.

Table 6. Reliability Test Results of Employee Morale Scale

Number of Items Analysed	Analysis Round	Number of Valid Items	Number of Failed Items	Reliability
18	I	14	4	0,673
16	II	14	0	0,677

3. Scatter Normality Test

The normality test aims to determine whether the distribution of variable data obtained from data collection fulfills a normal curve or not. The benchmark used to test normality is $p > 0.05$ then the distribution is normal, and vice versa if $p < 0.05$ the distribution is not normal (Hadi, 2000).

The normality test uses the *Kolmogorov-Smirnov* technique with SPSS version 24 for Windows. The results of the normality test of the data distribution *Asymp.Sig (2-tailed)* of 0.200 is greater than 0.05, meaning that the data is normally distributed.

Table 7. Scatter Normality Test Results

Variables	Kolmogorov-Smirnoz Z value	Significance (p)	Description
OCB	0,233	0,200	Normally Distributed
Job Satisfaction	0,262	0,200	Normally Distributed
Employee Morale	0,193	0,200	Normally Distributed

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

4. Linearity Test of Relationship

This relationship linearity test is conducted to determine and confirm the relationship between the dependent variable and the independent variable by

comparing linear regression with quadratic regression.

The rule used to test the linearity of the relationship is if the significance (p) > 0.05 then the relationship is linear, otherwise if the significance (p) < 0.05 then the relationship is not linear (Widhiarso, 2010).

Table 8. Linearity Test Results

Linearity	F	Significance (p)	Description
Job Satisfaction with Organizational Citizenship Behavior	0,689	0,849	Linear scatter of scores
Employee Morale and Organizational Citizenship	0,508	0,953	Linear scatter of scores

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

The results of the linearity test of the relationship between job satisfaction variables (variable X1) and Organizational Citizenship Behavior (OCB) variables (variable Y) obtained F = 0.689 with p = 0.849 p> 0.05). The results of the linearity test of the relationship between the employee morale variable (variable X2) and Organizational Citizenship Behavior (OCB) (variable Y) obtained F = 0.508 with p = 0.953 (p> 0.05). Based on this, because p> 0.05, the relationship between job satisfaction and Organizational Citizenship Behavior (OCB) is linear and the relationship between employee morale and

Organizational Citizenship Behavior (OCB) also has a linear relationship.

5. Multicollinearity Test of Relationship

According to Santoso (2010), the multicollinearity test aims to test whether a regression model correlates with independent variables.

Tolerance to measure the selected independent variable and not explained by other independent variables. A regression model that is free from multicollinearity has a *tolerance* number close to the value of 1 and the VIF limit is the value of 10. If the VIF value is > 0.10, then there are no symptoms of multicollinearity (Gujarati, 2012).

Table 9. Multicollinearity Test Results

Variables	Sig.	Collinearity Statistics		Description
		Tolerance	VIF	
Job Satisfaction	0,000	0,420	2,381	No multicollinearity
Employee Morale	0,000	0,420	2,381	No multicollinearity

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

The results of the multicollinearity test for the job satisfaction variable obtained a *tolerance* value of $0.420 > 0.10$ and a VIF value of $2.381 < 10.00$, which means there is no multicollinearity. The employee morale variable also obtained a *tolerance* value = $0.420 > 0.10$ and a VIF value of $2.381 < 10.00$, which means there is no multicollinearity.

6. Heteroscedasticity Relationship

Ghozali (2011) heteroscedasticity test has the aim of testing whether in the regression model there is an inequality of *variance* from the residuals of one observation to another.

Table 10. Heteroscedasticity Test Results

Variables	p	Conclusion
Job Satisfaction	0,158 ($p < 0.05$)	there is no heteroscedasticity
Employee Morale	0,529 ($p < 0.05$)	there is no heteroscedasticity

Source: Statistics Output Programme SPSS Series 24 IMB for Windows

The results of the heteroscedasticity test on the job satisfaction variable using the *Glesjer* test obtained a significance = $0.158 (p > 0.05)$ then on the employee morale variable obtained a significance value = $0.529 (p > 0.05)$. This means that the variables of job satisfaction and employee morale do not occur heteroscedasticity.

CONCLUSION

This research seeks to explore the connection between job satisfaction and employee morale in Organisational Citizenship Behavior (OCB) among employees at PT Telkom Indonesia Directorate of Digital Business & Technology. The results of the multiple linear regression analysis indicate that:

1. There is a significant relationship between job satisfaction and employee morale with *Organizational Citizenship Behavior* (OCB). The F value of 320.780 with a

significance of $0.000 (p < 0.05)$ indicates the first hypothesis is accepted.

2. Job satisfaction has a significant positive relationship with *Organizational Citizenship Behavior* (OCB). The t value of 11.824 with a significance of $0.000 (p < 0.05)$ supports the second hypothesis.
3. Employee morale also has a significant positive relationship with *Organizational Citizenship Behavior* (OCB). The t value of 5.512 with a significance of $0.000 (p < 0.05)$ supports the third hypothesis.

The analysis of effective contribution (SE) indicates that job satisfaction accounted for 49.61% of Organisational Citizenship Behavior (OCB), whereas employee morale represented 20.95%. The combined contribution of the two variables to OCB is 70.56%. The relative contribution (SR) indicates that job satisfaction accounts for a significant 70.26%, whereas employee morale contributes

29.68%. The regression equation $Y = 12.917 + 0.473X_1 + 0.439X_2$ indicates that job satisfaction and employee morale play a role in enhancing OCB, albeit to varying degrees.

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