

The Relationship between Work Engagement, Job Satisfaction and Organizational Citizenship Behavior of Firefighters In Yogyakarta City

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ABSTRACT

This study aimed to test empirically the relationship between work engagement and job satisfaction and organizational citizenship behavior. The subjects of this study were firefighters at Yogyakarta City. This study used a quantitative method, using the Organizational Citizenship Behavior scale to collect the data. The data were analyzed with the multiple linear regression analysis techniques. The analysis results showed that the regression coefficient of the relationship between work engagement and job satisfaction and organizational citizenship behavior was 0.746 with $p = 0.000$ ($p < 0.01$), accepting the proposed hypothesis. Besides, the coefficient of the correlation between work engagement and organizational citizenship behavior was 0.362 with $p = 0.005$ ($p < 0.01$), accepting the H1, and the coefficient of the correlation between job satisfaction and organizational citizenship behavior was 0.502 with $p = 0.000$ ($p < 0.01$) accepting the H2. Based on these study results, it was concluded that there is a significant relationship between work engagement and job satisfaction and organizational citizenship behavior among firefighters of Yogyakarta City. The higher their work engagement and job satisfaction, the higher organizational citizenship behavior.

Keywords: job satisfaction, organizational citizenship behavior, work engagement

Introduction

The fire department is an institution vital for the community because its duties and functions are to prevent and extinguish fires, carry out rescues, and even cope with other disasters. Firefighters also have a high risk of accidents if they do not carry out their jobs carefully. Firefighters must always be ready to be called in at any time in the event of a fire (Fitroh et al., 2020). These indicate that firefighters must have a volunteer spirit in doing their job because while firefighters are not on duty all the time, they must always be on standby 24/7 to be assigned when someone needs help. To provide good services for the sake of the community's satisfaction, the fire department should encourage the employees to not only carry out their main tasks but also have to pay attention to their extra-role tasks to meet community expectations for services related to fire prevention and control, rescue, and disaster mitigation. The extra-role tasks in question are those outside the employee's main duties or responsibilities that are carried out voluntarily. Extra-role behavior in organizations is also known as Organizational Citizenship Behavior (Mahayasa & Suartika, 2019).

According to Organ (2006), organizational citizenship behavior is behavior at work that is carried out voluntarily and without expecting rewards and no coercion for the worker or those who carry out the job. Organ (in Podsakoff et al., 2000) states that OCB is the behavior of individuals as workers carried out spontaneously and of their own volition to do something that is not necessarily directly appreciated by the company through a salary increase but the behavior can increase organizational



effectiveness. Podsakoff et al. (in Mahayasa & Suartina, 2019) explain that OCB can affect organizational effectiveness for several reasons: a) OCB can improve co-workers' productivity; b) OCB can help improve managerial productivity; c) OCB can help make efficient use of organizational resources for productive purposes; d) OCB can reduce the level of need for the provision of organizational resources in general for employee maintenance purposes; e) OCB can serve as a basis effective for coordination activities between team members and between workgroups; f) OCB can increase capabilities of the organization to obtain and retain reliable human resources; g) OCB can improve the stability of organizational performance; h) OCB can increase the organization's ability to adapt more effectively to changes in its environment

Organizational citizenship behavior consists of various aspects that include: altruism, the behavior of helping others in dealing with tasks or organizational problems; sportsmanship, the willingness to show tolerant behavior in less than ideal conditions by refraining from showing grievances, complaints, and mockeries; courtesy, the behavior of maintaining good relations to prevent problems with peers; civic virtue, employee's contributions that demonstrate their responsibilities to the organization, and; conscientiousness (accuracy and prudence), the behavior that exceeds the obligations set by organizational rules (Organ, 2006). Organizational citizenship behavior can be raised not only from the employee's sincerity. It also requires other factors that drive the behavior.

According to Podsakoff (2000), four factors promote the emergence of Organizational Citizenship Behavior in employees. The four factors are individual characteristics, task/job characteristics, organizational characteristics, and leader behavior. Another opinion about the factors that affect OCB was that of Kaswan (in Pudjiomo & Sahrah, 2019), who said that there are factors that influence OCB, including job characteristics, personality, work attitudes which include work involvement, motivation, leadership, as well as the characteristics of groups and organizations, including organizational climate. Given the many factors that influence OCB, the authors of this present study were interested in studying the effect of work engagement and job satisfaction on OCB.

Work engagement is one of the factors that affect OCB in employees and enable them to help their coworkers beyond the roles assigned to them for the better of the company. Schaufeli and Bakker (2003) describe work engagement as a condition in which an individual has positive attitudes and thoughts so that they feel able to express themselves to the maximum both physically, psychologically, and affectively in carrying out a job. Such a condition causes employees who have work engagement to be very enthusiastic and tenacious, diligent and willing, showing strong work involvement, enthusiasm, inspiration, pride, joy, and full concentration in doing their work without being aware of the time spent at work (Schaufeli & Bakker, 2004).

According to the theory of Schaufeli and Bakker (2004) explaining the aspects contained in work engagement, including (a) Vigor: an affective and cognitive condition in employees who shows high levels of energy and mental during their work, characterized by high levels of energy and mental resilience at work, willingness to work hard at work, persistence, not easily tired and perseverance even in the face of difficulties; b) Dedication: a strong sense of involvement in the individual by spending a lot of time and effort, experiencing a sense of importance, enthusiasm, inspiration, and pride in one's work, willingness to invest efforts in one's work, and persistence when facing difficulties; c) Absorption: a condition in employees that shows full concentration, happiness, and pleasure in doing work so that time passes quickly and have difficulties with detaching themselves from work. Another opinion on the aspects of work engagement comes from Development Dimensions International (DDI) in Bakker and Leither (2010), according to which there are three components in work engagement, namely: a) Cognitive component: a sense of confidence in the individual and supporting the goals and values of the organization; the individual not only feels bound and put their self-interests first in one's work but also has a sense of pride, being supportive, and wants to be a part of the development and success of the organization where the individual works, b) Affective

component: a sense of ownership, pride, and attachment to the organization where they work, meaning that the individual not only has positive feelings, pride, and enthusiasm for work for their own sake but also has a sense of attachment to the organization where they work. They feel bound not only to their duties but also to their organization; c) Behavioral component: the desire to go far with the organization and the intention to stay with the organization. The behavioral component also relates to the cognitive and affective components where the individual has ideas to advance and make changes for the better of their organizations rather than for their self-success.

The positive relationship between work engagement and organizational citizenship behavior is supported, among others, by the results of research conducted by Primaheady (2011) on a company in Indonesia, indicating that work engagement can make employees dedicate their efforts more optimally to their organization. Their attitudes toward the organization can become more positive, making them more willing to put forth more effort for the organization and more motivated to show proactive behavior, meaning that with a higher degree of work engagement, employees will display a higher degree of OCB. Given the importance of OCB for the effectiveness of an organization in improving its quality, it is expected that work engagement would promote the creation of OCB in an organization. This finding was supported by Ayuningsih's (2021) finding that work engagement has a highly significant positive relationship with organizational citizenship behavior in Puskesmas (local public health center) employees. This finding was supported by Ayuningsih's (2021) finding that work engagement has a highly significant positive relationship with organizational citizenship behavior in Puskesmas (local public health center) employees.

Another factor that influences organizational citizenship behavior is job satisfaction. According to Robbins (2006), job satisfaction is an individual's general attitude towards work. Employees can judge how satisfied or dissatisfied they are with their work based on the results of the internal evaluation process within themselves. Hasibuan (2007) states that job satisfaction is an emotional attitude that contains a sense of pleasure and love for their work. Robbins and Judge (2017) add that satisfied employees are more likely to talk positively about the organization, help each other, and perform more optimally.

We can measure job satisfaction through five aspects: job, salary, promotion, superior, and co-workers (Robbins & Judge, 2008). Rivai (2004) argues that job satisfaction is one of the most important factors that shape organizational citizenship behavior (OCB). Job satisfaction is a factor that is very important for an employee because the satisfaction they get will also determine their positive attitude towards work. Feeling satisfied with one's work can have a positive impact on their behavior, for example, their level of discipline and morale will tend to increase. Employees need to feel satisfied with their work environment, including the management, the co-workers, the work atmosphere, etcetera. The work environment is inseparable from supportive management capable of creating a work atmosphere suitable to employee needs that makes employees feel satisfied with their work, and thus organizational citizenship behavior will emerge in the employees (Sihombing & Sitanggang, 2019). This suggestion is in line with the results of Affandi et al.'s (2018) research which also shows a significant relationship between job satisfaction and organizational citizenship behavior. This finding is supported by Subarjo and Tentama (2020) with the significant positive relationship between job satisfaction and organizational citizenship behavior they found in their research.

Based on the description above, this present study aimed to empirically test the relationship between work engagement and job satisfaction (the independent variables) and organizational citizenship behavior (the dependent variable). The major hypothesis of this study was that there is a relationship between work engagement and job satisfaction and organizational citizenship behavior among firefighters in Yogyakarta City with two minor hypotheses as follows:

H1: There is a positive relationship between work engagement and organizational citizenship behavior

H2: There is a positive relationship between job satisfaction and organizational citizenship behavior

Method

The subjects of this study were 60 firefighters in Yogyakarta City who had worked for one year or longer at the Yogyakarta City Fire Department. This study used a census technique that included the entire population so that sampling was not required. This study used a quantitative method for which it used three different scales as the data collection tool.

The organizational citizenship behavior (OCB) scale was developed based on Organ's theory (2006), according to which organizational citizenship behavior consists of five dimensions: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. The OCB scale is a Likert-like scale and has 50 items that include 25 favorable items and 25 unfavorable items to which the respondents responded by choosing among five answer options – Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree – that were scored 5 to 1 for the favorable items, and 1 to 5 for the unfavorable items. The item discrimination indices ranged from 0.253 to 0.814 with a reliability coefficient alpha (α) of 0.929.

The Utrecht Work Engagement Scale (UWES), modified by Aulia, et al (2019), includes three major components which can make employees feel engaged: vigor, dedication, and absorption. The authors used the Utrecht Work Engagement Scale (UWES) modified by Aulia, et al (2019) because the scale has a reliability coefficient of 0.862, whereas the validity coefficients of the vigor dimension move from $V = 0.722$ to $V = 0.833$, the dedication dimension from $V = 0.611$ to $V = 0.833$, and the absorption dimension from $V = 0.722$ to $V = 0.778$. The scale consists of items in the form of statements constructed based on the elaboration of the behavioral indicators, all of which are favorable items with five answer options, namely Always (SL), Often (SR), Sometimes (KD), Rarely (JR), and Never (TP) that were scored 5 to 1.

The Job Satisfaction scale was developed based on aspects of job satisfaction which according to Robbins & Judge (2008) include work, salary, promotions, superiors, and co-workers. This scale has 40 items consisting of 20 favorable items and 20 unfavorable items to which the respondents responded by choosing among five answer options – Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree – that were scored 5 to 1 for the favorable items and 1 to 5 for the unfavorable items. The item discrimination indices moved from 0.364 to 0.903 with a reliability coefficient alpha (α) of 0.959.

The analytical method used in this study was multiple regression analysis to see a relationship between one dependent variable and more than one independent variable using the Statistical Product & Service Solution (SPSS 16.0 for Windows) application.

Results

The results of data analysis using multiple linear regression analysis techniques found that the regression coefficient (R) of the relationship between work engagement and job satisfaction (the independent variables) and organizational citizenship behavior (the dependent variable) was 0.746 with $p = 0.000$ ($p < 0.01$). The hypothesis that there is a relationship between work engagement and job satisfaction and organizational citizenship behavior among firefighters in Yogyakarta City was thus accepted. The data analysis results also showed that, together, the total effective contribution (R^2) of work engagement and job satisfaction to OCB was 0.557 or, using the formula $SE = Beta \times r \times 100\%$, equals 55.7%.

Further analyses carried out to test the minor hypotheses found the following: (1) the correlation coefficient of the relationship between work engagement and organizational citizenship behavior was 0.362 with $p = 0.005$ ($p < 0.01$), and the correlation coefficient of the relationship between job satisfaction and organizational citizenship behavior was 0.502 with $p = 0.000$ ($p < 0.01$). This means that the first minor hypothesis (H1) that there is a positive relationship between work engagement and

organizational citizenship behavior and the second minor hypothesis (H2) that there is a positive relationship between work engagement and organizational citizenship behavior were both accepted.

Discussion

The research results showed that, simultaneously, there was a significant positive relationship between work engagement and job satisfaction as the independent variables and organizational citizenship behavior as the dependent variable, which means that the higher work engagement and job satisfaction experienced by employees, the higher the organizational citizenship behavior. According to research by Organ, Podsakoff, and Mackenzie (2006), things that can arise from organizational citizenship behavior are work engagement between employees, maintained good performance in employees, and the ability to grow informal values or norms of their own. Employees' voluntary behaviors can have a positive impact on the fire department because firefighting work requires good teamwork and greater contributions by all employees. Volunteer work requires solid cooperation, including helping colleagues face difficulties while on duty, such as extinguishing a fire and taking over the job of teammates who are unable to attend, which in turn make the employees feel more engaged and have a closer relationship with each other from a sense of empathy for each other while working.

Furthermore, the research results also indicated a significant positive relationship between work engagement and organizational citizenship behavior, meaning that the more positive work engagement experienced by employees, the more positive organizational citizenship behavior, and vice versa. This finding is in line with research conducted by Karimi and Enayati (2012) that found a significant relationship between work engagement and organizational citizenship behavior in Bank of Sepah employees, Isfahan City, and Handayani (2016) research that revealed a positive relationship between work engagement and organizational citizenship behavior among contract employees.

The results of this study also showed a significant positive relationship between job satisfaction and organizational citizenship behavior as indicated by a partial correlation coefficient of 0.502 with $p = 0.000$ ($p < 0.01$), meaning that the higher the job satisfaction experienced by employees, the higher the job satisfaction, organizational citizenship behavior, and vice versa. This finding is in line with Hsia and Tseng (2015) that revealed a positive and significant relationship between job satisfaction and organizational citizenship behavior among hi-tech employees in Taiwan as indicated by the correlation coefficient (r) of 0.50. with $p < 0.01$. Hsia and Tseng's research also found that employees who have a sense of job satisfaction will more readily grow something meaningful in every activity they do. The sense of kinship and togetherness between employees and between employees and their superiors in the work environment leads to more positive feelings and moods which in turn forms mutual respect. A supportive work environment and mutual respect between employees can foster a willingness to help each other voluntarily, which is called organizational citizenship behavior.

Conclusion

Based on the research results, it can be concluded that work engagement and job satisfaction can lead to and improve organizational citizenship behavior (OCB). When the employees feel engaged with their work, enthusiastic and passionate about their work, a sense of belonging to one's job will organization and the employees voluntarily develop organizational citizenship behaviors. Employees who feel happy and satisfied with their work, with the adequate facilities and supportive work environment, will more readily grow something meaningful in every activity they carry out. The positive values held by the employees can foster the willingness to help each other voluntarily, a behavior known as organizational citizenship behavior. To better understand organizational citizenship behavior, further research needs to add new variables which are the factors that influence OCB behavior such as transformational leadership, organizational culture, and job characteristics.

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