

The Effect of Work Environment and Service Facilities in Polres Pidie towards OCB Members with Work Satisfaction as a Mediating Variable

Fikri Kurniawan^{1*}, Mukhlis², Said Musnadi³

Master of Management Graduate Program, Syiah Kuala University Banda Aceh, Aceh, Indonesia¹
Economic Faculty and Business, Syiah Kuala University Banda Aceh, Aceh, Indonesia^{2&3}

Fikrikur29@gmail.com¹

Mukhlis.feusk@unsyiah.ac.id²

nadi_alifa@unsyiah.ac.id³

*Corresponding author

Abstract- *The study aims to determine the conditions of work environment, service facilities, job satisfaction and OCB members. The object of this study is the work environment and service facilities for job satisfaction and their implications for OCB members. Data analysis equipment used in this research is a descriptive test, namely to test descriptive statistical models based on mean values and verificative tests using Structural Equation Modelling (SEM) using AMOS programs. The results showed that the work environment, service facilities, job satisfaction and OCB members had been running well, there was the influence of the work environment, service facilities on member job satisfaction, there was an effect of job satisfaction on OCB members, there were influences of work environment and service facilities for OCB members and there is the influence of the work environment and service facilities on OCB members through the job satisfaction of Pidie District Police officers.*

General Terms- *Management.*

Keywords- *Work Environment; Service Facilities; Employees Satisfaction; OCB Employees*

1. INTRODUCTION

Regulation of the Head of the Republic of Indonesia National Police Number 23 of 2010 concerning Organizational Structure and Work Procedure at the Resort Police Level and Sector Police. Mention that the National Police of the Republic of Indonesia, hereinafter abbreviated as Polri, is a state instrument that has a role in maintaining public security and order, upholding the law, and providing protection, protection and service to the community in the context of maintaining internal security. The Regional Police (Polda) has the main task of being the main regional implementing unit under the Chief of the National Police. The Regional Police are tasked with carrying out the tasks of the National Police at the level I regional levels such as Provinces or Special Regions. Polda is the direct extension of the National Police Headquarters. The Polda is headed by the Head of the National Police of the Republic of Indonesia (Kapolda), who is responsible to the National Police Chief. The Kapolda is assisted by the Deputy Chief of Regional Police (Deputy Regional Police). The Regional Police in charge of the National Police of the Republic of Indonesia Resort (Polres)

The Police of the Resort has a main task is the command structure of the Police of the Republic of Indonesia in the district/city. Resort Police in urban areas is commonly called "City Resort Police" (Polresta). "Big City Resort Police" (Polrestabes) are usually used for provincial capitals. The Resort Police is headed by a Resort Police Chief (Kapolres), the City Resort Police are headed by a City Police Chief (Kapolresta) and City Resort Police). The police station has a large task force headed by a Chief of the Big City Resort Police (Kapolrestabes police are complete, like the Regional Police, and led by a Police Commissioner (for Police) or Adjunct Senior Commissioner of Police (AKBP) (for Polres/Polresta).

The Polres is one of the Principal Executing Elements in the Indonesian National Police which stands for the National Police of the Republic of Indonesia Resort. The police station is the command structure of the Republic of Indonesia Police in the regency/city area. Resort Police in urban areas is commonly called "City Resort Police" (Polresta). Resort Police are usually used for provincial capitals. "Resort Police" is headed by a Resort Police Chief (Kapolres).

Police as a law enforcement tool have the duty to maintain security and public order in their jurisdiction. Kamtibmas disorders often occur mainly in traffic, such

as violations and crime on the road. Furthermore, as an institution, an organizational structure is needed to facilitate the duties and authority of each part of the Pidie Police Station, so that there is no overlap or chaos in carrying out the duties of the institution.

Based on the Decree of National Police Chief No. Pol: Kep/336/VI (2017) dated June 14, 2017, the internal organizational structure of the Pidie Regional Police is as follows:

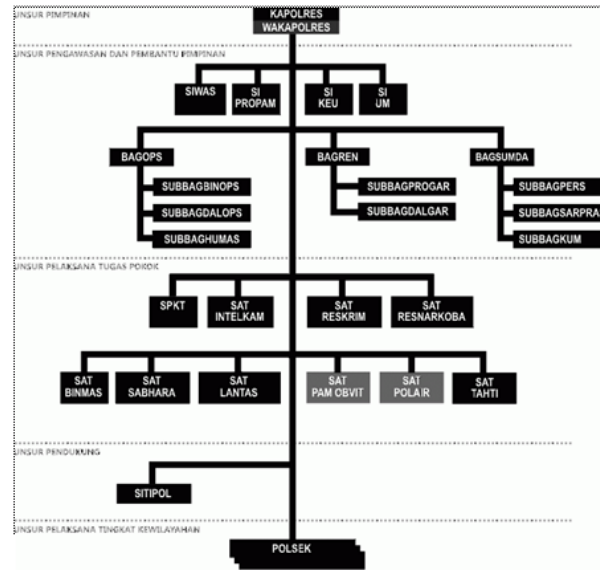


Fig 1: The Internal Organizational Structure of the Pidie Regional Police

The vision of the Pidie Police Station is as follows, Pidie District Police and ranks are determined to create a professional and moral Police as protectors, protectors and public servants who can be trusted by the public and government in the Maintenance of Community Order Security in the Pidie Regional Police jurisdiction.

In order to create job satisfaction for Pidie District police officers in providing services to the community, it is necessary to know what factors can affect the job satisfaction of Pidie District police officers, so that the perceived level of job satisfaction will have a positive impact on improving the Pidie Police Resort's image in the community Pidie Regency. Job satisfaction of Pidie District police officers can be seen from the level of happiness of members in carrying out their duties, the sense of togetherness shown by members in establishing work relationships with fellow members and other Pidie police officers, then the ability of members to establish working relationships with leaders and mutual respect and feel comfortable at work.

One of the job satisfaction of members is influenced by the attitude of member behavior in the organization to give the best to the organization, the attitude of members to be respected by the organization but not directly related to individual productivity, where the attitude is often referred to as Organizational Citizenship Behavior (OCB).

The low level of job satisfaction of members ultimately influences employee engagement, where employees feel they lack attachment to their organization and the lack of commitment of members emotionally and intellectually to the Pidie Regional Police and members have not been able to give their best efforts beyond what is targeted at a job. Based on the results of the initial survey of 30 Pidie police officers, it turned out that not all employees stated that they felt very satisfied or satisfied at work. This can be seen from the results of the initial survey, as explained in the following table:

Table 1. Phenomenon Related to Job Satisfaction

No	Question	Answer Choice					Average
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
1	Feeling happy	0	0	12	12	6	3.80
2	Establish relationships with members	0	0	6	17	7	4.03
3	Able to establish relationships	0	3	8	15	4	3.67

	with leaders						
4	Able to overcome saturation	0	8	13	7	2	3.10
5	Mutual respect	0	6	12	8	4	3.33
6	Feel comfortable at work	0	0	13	10	7	3.80
Average							3.62

Source: Survey Results (2017)

Based on the results of preliminary observations on job satisfaction obtained an average value of 3.62 which means that members of the Pidie Regional Police have obtained job satisfaction or have felt job satisfaction mainly related to citizenship behavior (OCB) and in achieving the expected performance of the organization, but still exist low-value indicators, such as indicators Able to overcome the saturation and mutual respect of fellow members.

OCB behavior is also influenced by the existence of organizational commitment from employees, where high organizational commitment from employees will have an

impact on employee organizational citizenship behavior in achieving organizational goals. Employee organizational commitment as one of the drivers of the creation of work motivation and improvement in employee performance in achieving organizational goals, so that high organizational commitment from employees becomes one of the factors driving the achievement of these goals.

While based on the results of the pre-survey of 30 members of the Pidie Regional Police relating to OCB, see table 2 below:

Table 2. Phenomenon Related to OCB

No	Question	Answer Choice					Average
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
1	Team work	0	4	7	9	10	3.83
2	Responsive to needs	0	0	17	9	4	3.57
3	Maintain organizational image	0	2	16	9	3	3.43
4	Increase productivity	0	1	12	16	1	3.57
5	Be professional	0	0	15	9	6	3.70
Average							3.62

Source: Survey Results (2017)

Based on the results of observations on OCB variables obtained an average value of 3.62 which means that OCB owned by some members of the Pidie police station is good, but there are still a number of low-value indicators such as maintaining the organization's image and responsiveness, so that OCB is owned by members Pidie police station is adequate, especially in creating better service for the community in the future.

The phenomenon related to the work environment and its effect on member job satisfaction is carried out by (Hendri, Away, & Utami, 2016)[5] which states that the work environment in both physical and non-physical work environments has an influence in increasing job satisfaction of members of the City Police Banda Aceh.

The benefit of the work environment is creating work passion, so that work productivity increases. Meanwhile, the benefits obtained from working with motivated people are jobs that can be done properly. This means that the work is completed according to the correct standards and

on a prescribed time scale. The work environment in an organization is very important to note. As good management, although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment that focuses on the members in improving performance, on the contrary, an inadequate work environment can reduce employee performance which in turn can reduce employee motivation.

Then apart from the work environment, it turns out that the facilities provided to members also have an influence in increasing OCB and job satisfaction of members. The work facilities provided by Pidie District Police to support services to the community on types and each service are still less supportive such as computer units that are still lacking for SIM services, inadequate places of worship, canteen facilities do not yet exist, and inadequate parking

spaces and places less in the Criminal Services section and in the SPKT service section.

The results of the research were conducted by (Anggrainy, Darsono, & Putra, 2018) [1] where the results of the research prove that the work facilities provided by the Office of BKPP Aceh are adequate and have an impact in increasing employee job satisfaction.

Work facilities provided by Pidie Police are facilities and infrastructure to facilitate work. Adequate work facilities with suitable conditions that are well maintained and will help smooth the work process in an organization. Providing complete facilities is also used as one of the drivers for work. Work facilities must be a concern of every organization because it can affect OCB and job satisfaction of members of the organization, as one of the agencies that pay attention to OCB and job satisfaction of members and prepares work facilities that support the implementation of Tidoksi's main tasks and functions.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is an attitude of employee behavior carried out voluntarily, sincerely, happily without having to be governed and controlled by the company in providing good service (Smith, Near, & Organ, 1983) [14]. Huang, Wang, & Xie (2014) [6] stated OCB behavior is a term used to identify employee behavior. Such behavior is defined as a behavior that benefits the organization or intends to benefit an organization that directly leads to the role of hope.

Porter quoted by (Purba & Nina, 2014) [8] defines OCB behavior as a helping attitude shown by organizational members, which is constructive in nature, valued by the company but not directly related to individual productivity. OCB behavior is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. This means that the behavior is not included in the job requirements or job descriptions so that if not shown, no punishment is given.

Referring to the above opinion, it can be interpreted that OCB behavior is also the contribution of individuals in exceeding the demands of roles in the workplace and then rewarded based on the acquisition of task performance. Such behavior involves several behaviors including helping others, volunteering for extra tasks, and adhering to workplace rules and procedures. These behaviors describe "employee value added" which is one form of prosocial behavior, namely active, constructive and meaningful social behavior.

This is also reinforced by Robbins (2012;123) [11] stating, an example of behavior that includes OCB behavior groups is helping colleagues, volunteering to do extra activities in the workplace, avoiding conflicts with coworkers, protecting organizational property, respecting regulations that apply in the organization, tolerance in less ideal / pleasant situations in the workplace, giving

suggestions that build in the workplace, and not wasting time at work.

2.2. Job satisfaction

Job satisfaction is felt by employees because there are things that underlie it. Basically, a person will feel comfortable and the level of loyalty in his work will be high if in working the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings for their work. According to Masrukhin and Waridin (2012) job satisfaction of an individual depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction in accordance with the interests and expectations of the individual so that the level of satisfaction felt is higher, and vice versa.

Whereas according to Davis (2013) [4] argues that "job satisfaction is the favorableness or unfavorableness with employees 'view of their work' (job satisfaction is a feeling of supporting or not supporting the experienced employees at work). Wexly & Yuki (2010) [16] defines job satisfaction "is the way an employee feels about his or her job" (is the way an employee feels about himself or his job).

Employees will feel satisfied in working if the aspects of work and aspects of themselves support and vice versa if these aspects do not support, employees will feel dissatisfied. Along with the development of technology that is growing very rapidly, where all kinds of work equipment have been created by humans to accelerate and simplify work to be able to produce higher quality products, but human resources still play an important role because even though the equipment is very modern, but the equipment remains will not run and even only is an inanimate object and can also be damaged if the human does not have the ability or inaccurate operation.

2.3. Work Environment

The work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve the performance of the organization. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable. Therefore, the determination and creation of a good work environment will greatly determine the success of achieving organizational goals. Conversely, if the work environment is not good will be able to reduce motivation and morale and ultimately can reduce employee performance.

The condition and atmosphere of a good work environment will be created by the existence of a good and correct organizational arrangement as stated by (Sarwoto, 1991) [13] that a good working atmosphere is generated mainly in well-organized organizations, while the poor working atmosphere is caused by many organizations which are not well arranged too. From this opinion, it can be explained that the creation of a work

atmosphere is strongly influenced by the organizational structure within the organization.

According to Artoyo in Sariyathi (2011) good management thinks of a good and pleasant work environment because it is very needed by its workforce. The environment is thought to have a strong influence on forming employee behavior. The work environment has an important position in an integrated management control environment whose elements are labor, work tools, working conditions, organizational leadership and policy patterns.

2.4. Work Facilities

In an organization both services and products, many things must be considered. One of the factors that are of concern to the leadership of the organization is the facility. Facilities are one of the important parts in organizations both commercial organizations and non-commercial organizations. According to Sariyathi (2011) facilities are all things that can facilitate efforts and facilitate work in order to achieve a goal. Whereas according to Arikunto (2008)[2] facilities are anything that can facilitate and facilitate the implementation of a business in the form of objects or money. More broadly about the definition of facilities according to (Supriyanto,

2012)[15], facilities can be interpreted as everything that can facilitate, facilitate the implementation of business.

In achieving company goals, needed tools or supporting facilities used in daily activities at the company, facilities used in various forms, types and benefits, tailored to the needs and capabilities of the company, said the facility itself comes from the Dutch " facilities "which means infrastructure or vehicle to do or facilitate something. Facilities can also be considered a tool. To achieve company goals, there are many supporting factors, one of which is employee work facilities are a supporting factor for the smooth work they do, so that work can be done as expected.

Work facilities are related to the work environment, because the work environment is also a work facility, with the existence of a comfortable work environment, employees can carry out work properly. According to Moekijat (2001:155)[7] simply what is meant by facilities is a physical facility that can process an input (input) towards the desired output.

2.5. Development of Hypotheses

Based on the results of the deepening of the results of previous research comprehensively, the following can be formulated as follows:

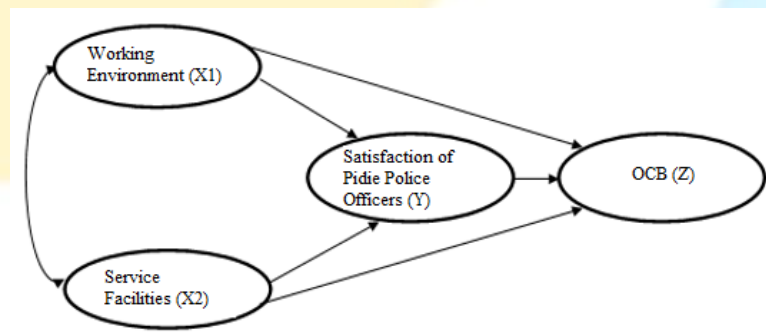


Fig 2: Conceptual Framework

The hypothesis is a temporary assumption that will be verified in a study. Based on the formulation of the problem and the research objectives that have been stated previously, a hypothesis can be stated, namely:

- H1: The working environment, service facilities, job satisfaction and OCB of the Pidie District Police are good.
- H2: The work environment has an effect on the job satisfaction of Pidie police officers.
- H3: Service facilities affect the job satisfaction of Pidie police officers.
- H4: The working environment has an influence on OCB Pidie District Police officers.
- H5: Service facilities affect the OCB Pidie Police Officer.
- H6: Job satisfaction affects OCB Pidie District Police officers.

H7: There is an indirect influence of the work environment on members' OCB which is mediated by the satisfaction of Pidie police officers.

H8: There is an indirect influence of service facilities on member OCB which is mediated by the satisfaction of Pidie District Police members.

3. RESEARCH METHODS

3.1 Location and Object of Research

This research was conducted at Pidie Police Station. The object of this research is the research variables, namely the work environment, work facilities, on member job satisfaction and its impact on organizational citizenship behavior (OCB).

3.2 Data Analysis Equipment

Data analysis equipment to test the perceptions of respondents used descriptive tests using descriptive statistical models by using a test based on the average

value of each variable to be studied, assuming that if the average value is < 4 (smaller than) 4, then it is perceived poorly and if mean value ≥ 4 (greater or equal to) 4, then it is well perceived by the respondent, the test is also carried out using the t-test of the average difference.

The data analysis equipment used in this study was structural equation modelling (SEM) with the help of the Amos program. SEM equation models are a set of statistical techniques that allow testing of a relatively complex set of relationships simultaneously (Augusty, 2006;118)[3]:

The appearance of a complicated model has the effect that in reality the management decision-making process is a complicated process or is a multidimensional process with various patterns of tiered causality relationships.

Therefore we need a model as well as an analytical tool that can accommodate multidimensional research.

4 DISCUSSION RESULT

The next analysis is the analysis of the Structural Equation Model (SEM) in full model, after an analysis of the level of unidimensionality of the indicators forming latent variables was tested by confirmatory factor analysis. Analysis of the results of data processing at the full stage of the SEM model is carried out by conducting suitability tests and statistical tests. The results of data processing for full analysis of SEM models are shown in figure 3 below:

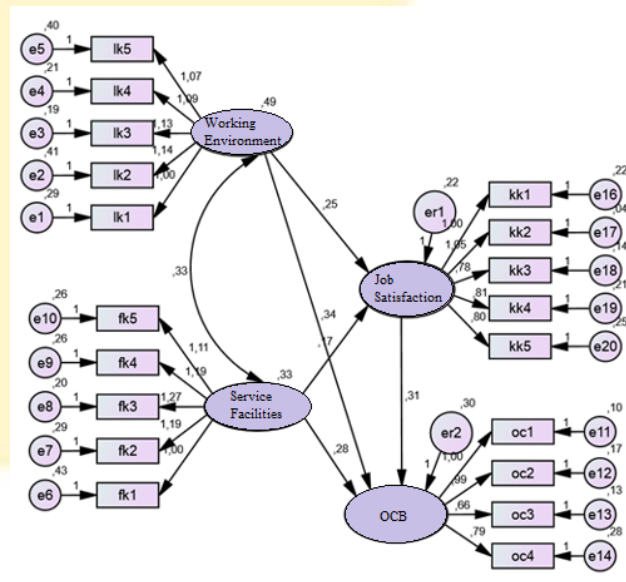


Fig 3: Results of Structural Equation Model (SEM) Testing

4.1 The Influence of the Work Environment on OCB Pidie Police Members

The estimation parameter for testing the effect of the work environment on OCB members shows a CR value of 4.368 and a probability of 0.000. The two values obtained to meet the requirements for acceptance H1, which is a CR value of 4.368 which is greater than 1.96 and a probability smaller than 0.05.

4.2 The Effect of Service Facilities on OCB Pidie Police Members

The estimation parameter for testing the effect of service facilities on OCB members shows a CR value of 6.053 and with a probability of 0.000. Both of these values are obtained fulfilling the conditions for acceptance of H2, namely the CR value of 6.053 which is greater than 1.96 and the probability is smaller than 0.05.

4.3 The Effect of the Work Environment on Job Satisfaction for Pidie Police Members

The estimation parameter for testing the influence of the work environment on member job satisfaction shows a

CR value of 3.068 and a probability of 0.000. Both of these values are obtained fulfilling the conditions for acceptance of H4, which is a CR value of 3.068 which is greater than 1.96 and a probability smaller than 0.05.

4.4 The Influence of Service Facilities on Job Satisfaction for Pidie Police Members

The estimation parameter for testing the effect of service facilities on member performance shows a CR value of 3.220 and a probability of 0.000. Both of these values are obtained fulfilling the conditions for acceptance of H5, which is a CR value of 3.220 which is greater than 1.96 and a probability smaller than 0.05. The magnitude of the influence of service facilities on member job satisfaction is 0.174.

4.5 The Effect of Job Satisfaction on OCB Pidie Police Members

The estimation parameter for testing the effect of job satisfaction on OCB members shows a CR value of 6.125 and with a probability of 0.000. Both of these values are obtained fulfilling the conditions for acceptance of H2,

namely the CR value of 6.125 which is greater than 1.96 and a probability smaller than 0.05.

4.6 Indirect Effects of Work Environment, Service Facilities, on Member Job Satisfaction Through OCB Pidie Police Member

Effect analysis was carried out to analyze the effect strength between constructs both direct, indirect, and total

influence. Direct effects are nothing but the coefficients of all coefficient lines with one end arrows. Indirect effects (indirect effects) are effects that arise through a variable between. The total effect is the effect of various relationships (Ferdinand, 2006), as explained in figure 4.

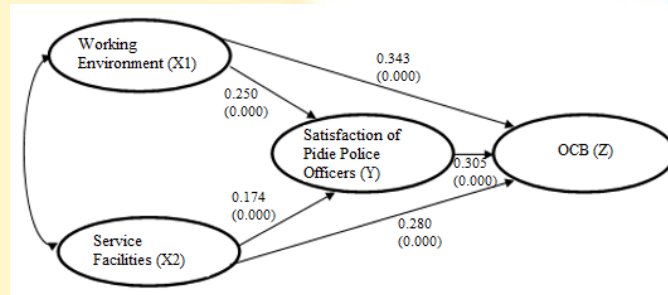


Fig 4: The results Indirect Effects

Based on the results of the analysis show that all exogenous variables have an effect on the endogenous variables significantly and there are no insignificant variables found so that in this study no full mediation occurred. Thus it can be concluded that the findings in this subsample, where job satisfaction is a partially mediated variable among work environment variables and service facilities with Pidie police officer OCB.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

- 1) Work environment, service facilities, member OCB, job satisfaction of Pidie District police officers have gone well, this indicates that the work environment, service facilities and OCB members can have an influence on increasing the job satisfaction of Pidie police officers.
- 2) There is an influence of the work environment on OCB members in Pidie Regional Police Station.
- 3) There is an influence of service facilities on OCB members at Pidie Police Station.
- 4) Then there is the influence of members' job satisfaction on OCB Pidie police officers.
- 5) There is the influence of the work environment on the job satisfaction of Pidie police officers.
- 6) There is an influence of service facilities on the job satisfaction of Pidie police officers.
- 7) There is an indirect influence of the work environment on members' OCB through the job satisfaction of Pidie District police officers.
- 8) There is an indirect effect of service facilities on OCB members through the job satisfaction of Pidie District Police officers.

5.2 Suggestions

- 1) In order to increase member OCB and job satisfaction of Pidie District Police officers based on work environment variables, what needs to be considered should be the work environment in the office that must be as comfortable and safe for anyone who needs service.
- 2) In connection with the service facilities available at Pidie Regional Police Station, it should be improved so that the services provided to the community are faster.
- 3) To increase OCB members, what needs to be addressed by the leadership is that members must have responsiveness to every phenomenon that occurs in the community so that police programs can be realized.
- 4) In order to increase job satisfaction of members, then what needs to get attention and run is that members must be able to maintain good relations with the leadership so that any obstacles in the service can be overcome.

6. REFERENCES

- [1] Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2018). Pengaruh fasilitas kerja, disiplin kerja dan kompensasi terhadap motivasi kerja implikasinya pada prestasi kerja pegawai negeri sipil badan kepegawaian pendidikan dan pelatihan provinsi aceh. *Jurnal Magister Manajemen*, 2(1).
- [2] Arikunto, S. (2008). *Dasar-dasar evaluasi pendidikan*. Jakarta: PT. Bumi Aksara.
- [3] Augusty, F. (2006). *Metode penelitian manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.
- [4] Davis, K. (2013). *Perilaku organisasi*. Jakarta: Erlangga.
- [5] Hendri, A., Away, Y., & Utami, S. (2016). Analisis

- lingkungan kerja fisik, kesejahteraan dan lingkungan kerja non fisik terhadap kepuasan kerja dan dampaknya pada kinerja personil polsek polresta banda aceh. *Jurnal Manajemen*, 1(1).
- [6] Huang, J., Wang, L., & Xie, J. (2014). Leader-member exchange and organizational citizenship behavior: The roles of identification with leader and leader's reputation. *Social Behavior and Personality an International Journal*, 42(10).
- [7] Moekijat. (2001). *Manajemen personalia dan sumber daya manusia*. Jakarta: Rineka Cipta.
- [8] Purba, E., & Nina, A. (2014). Pengaruh kepribadian dan komitmen organisasi terhadap organizational citizenship behavior. *Makara, Sosial Humaniora*, 8(3), 105–111.
- [9] Republik Indonesia. Peraturan kepala kepolisian negara republik indonesia nomor 23 tahun 2010 tentang susunan organisasi dan tata kerja pada tingkat kepolisian resort dan kepolisian sektor (2010).
- [10] Republik Indonesia. Peraturan kepala kepolisian negara republik indonesia nomor 6 tahun 2017 tentang susunan organisasi dan tata kerja satuan organisasi pada tingkat markas besar kepolisian negara republik indonesia (2017).
- [11] Robbins, S. P. (2012). *Perilaku organisasi*. Jakarta: PT. Prehallindo.
- [12] Sariyathi, D. (2011). *Manajemen sumber daya manusia untuk perusahaan dari teori ke praktik*. Jakarta: PT. Raja Grafindo Persada.
- [13] Sarwoto, R. (1991). *D. D. O. D. & Manajemen*. Indonesia: Ghanila.
- [14] Smith, C. A., Near, J. P., & Organ, D. (1983). Organizational citizenship behavior: Its nature & antecedents. *Journal of Applied Psychology*, 68(4), 653–663. <https://doi.org/10.1037/0021-9010.68.4.653>
- [15] Supriyanto, Y. (2012). *Pengaruh harga, pelayanan dan fasilitas terhadap kepuasan pasien RS. Kariadi*. Skripsi. Universitas Diponegoro: Semarang.
- [16] Wexly, & Yuki. (2010). *Kepemimpinan dalam organisasi*. Jakarta: INDEXS.