

Motivation, Competence, Job Satisfaction and Organizational Citizenship Behavior of Government Officials in Bali Province in Gender Perspective

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Abstract:This study aims to find out how motivation, competence, job satisfaction, and operational citizenship behavior of government officials in Bali Province are viewed from a gender perspective. The object of the research was Bali provincial government officials besides echelon I officials, totaling 940 employees. The research sample is based on Isaac and Michael's table with an error rate of 5%, so the total sample is 388 employees. Determination of research respondents was carried out in proportional sampling. Data collection was carried out through distributing questionnaires to each respondent's market. Data analysis was performed descriptively and non-parametrically. The results showed that male officials' motivation was higher than female officials, while the competence, job satisfaction and OCB of female officials were higher than male officials. On the other hand, the motivation, competency, job satisfaction and OCB of male officials differ significantly from female officials.

Keywords: Motivation, Competence, Job Satisfaction, OCB, Gender

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I. INTRODUCTION

Bureaucratic reform to create good corporate governance can be done if all employees are able to follow the changes that occur and display their individual abilities to the maximum, because individual performance affects team performance which ultimately affects organizational performance. The State Civil Apparatus is required not only to behave in roles, but also to be required to behave extra roles (Sharma et al., 2011) [1]. This behavior is a behavior that is highly valued when done by employees although not formally described because it will increase the effectiveness and survival of the organization. The extrarole behavior in some references is also called Organizational Citizenship Behavior / OCB (Organ, 1988 [2], Ackfeldt and Coote, 2005 [3]); extrarole behavior (ERB) Dyne (1995) [4]; organizational citizenship behaviors (OCBs) (George, 1990 [5]; Katz & Kahn, 1966 [6]); prosocial organizational behavior (Brief & Motowidlo, 1986) [7]; civic organizational behavior (Borman & Motowidlo, 1993) [8]; organizational spontaneity (George & Jones, 1997) [9].

However, in the division of labor often discriminated based on gender, where a number of activities tend to be classified according to gender. Some roles are seen as masculine or feminine. This is still very clearly seen today, where men play a more dominant role compared to women. Though gender equality has long been touted.

A number of studies such as Spence (1980) [10], Kark & Manor (2005) [11] and Cameron (2013) [12] found that women actually have a higher OCB than men. Greenhaus and Parasuraman (1990) [13] and Swim & Sanna (1996) [14] found that men used their physical abilities more than women. The results also showed that women were more considerate than men in helping others (Kark & Manor, 2005) [11]. But in research Beauregard (2012) [15] found that men actually have a higher OCB than female employees. While in a study conducted Piercy et al., (2013) [16] found no significant differences in OCB female and male employees.

The main predictor of OCB is job satisfaction. This is the result of the study of Smith et al. (1983) [17]; Bateman and Organ (1983) [18]; Organ and Ryan (1995) [19]; Robbins and Judge (2008) [20]. Viewed from a gender perspective women have higher job satisfaction compared to men (Randy, 1989 [21] and Zou, 2007 [22]). This is because women are happier with their work than men. But in the Bentea & Anghelachea (2012) [23] study, there was no difference in the job satisfaction of male and female teachers in Romania.

According to Robbin and Judge (2008: 42-44) [20] states job satisfaction is influenced by individual level variables, one of which is motivation. While individual behavior is influenced by effort, ability and environmental situation (Sopiah 2008: 23) [24]. Individual business is manifested in the form of motivation, ability is manifested in the form of competence. Individual competencies are divided into talents and abilities. Motivation is a process that explains the intensity, direction, and perseverance of an individual to achieve his goals (Robbins, 2008: 222) [25]. Research conducted by Prabu (2005) [26], Saleem (2010) [27] and Ayub (2011) [28] found motivation to have a positive and significant effect on employee job satisfaction.

Viewed from a gender perspective women have lower motivation than men for their career development in China (Cooke, 2003) [29]. Men have higher achievement motivation and power motivation than women, are more skilled, focus on the task and are more willing to give instructions, while women have higher affiliate motivation than men (Davis et al, 2006) [30]. Lamky (2007) [31] in his research stated that men have higher motivation of achievement motivation and affiliation motivation than women.

Viewed from a gender perspective, Bem in Taylor (2012: 429) [32] states men have good performance in jobs that require cognitive competence and assertiveness, while women will have high performance in jobs that require caregiving and feelings. This shows that men have higher cognitive competence than women, whereas women have emotional intelligence competencies and social intelligence competencies higher than men (Porterfield, 2005) [33]. However, Jayprakash&Amruth (2013) [34] found no difference in the competence of female and male lecturers at B.Ed. Indian colleges.

The controversy condition of a number of results of this study is very interesting to do research by taking an object on government officials in the province of Bali. In this case the researcher wants to get a picture of how motivation, competency, job satisfaction, and OCB of government officials in the Province of Bali, is there a difference seen from a gender perspective.

II. LITERATURE REVIEW

2.1 Gender

Gender is defined as differences in the roles, functions, status and responsibilities of men and women as a result of socio-cultural construction that is embedded through the process of socialization from one generation to the next (Puspitawati, 2012: 42) [35]. Gender is the difference between men and women in roles, functions, rights, responsibilities and behaviors that are formed by social, cultural, and cultural values of community groups that can change according to local time and conditions (Ministry of Women's Empowerment, 2005) [36].

Based on USAID's definition of "Gender equality permits women and men equal enjoyment of human rights, socially valued goods, opportunities, resources and the benefits from development results" (Puspitawati, 2012: 52) [35]. Gender equality provides opportunities for both women and men to jointly / equally enjoy their rights as human beings, socially possessing objects, opportunities, resources and enjoying the benefits of development outcomes. Gender equality shows the conditions in which women and men enjoy equal status and have the same conditions to fully realize their human rights and potential for development in all fields of life.

The definition of USAID also states "Gender equity is the process of being fair to women and men. To ensure fairness, measures must be available to compensate for historical and social disadvantages that prevent women and men from operating on a level playing field. Gender equity strategies are used to eventually gain gender equality. Equity is the means; equality is the result" (Puspitawati, 2012: 52) [35]. Gender justice is a process to be fair to both women and men. The gender justice strategy is ultimately used to improve gender equality. Justice is a way of equality is the result.

2.2 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is an activity helping other individuals in the workplace and helping the organization itself. OCB is an act of someone outside their obligations, does not pay attention to their own interests, does not need a job description and formal reward system, is voluntary in working with colleagues and receive special orders without complaints (Organ and Konovski, 1989) [37]. Moorman (1991) [38] said that OCB should be considered as an important part of a job because OCB is an important part of spontaneous and innovative behavior, which is a way or tool towards effective organization. Organizational citizenship behavior (OCB) is an optional behavior that is not part of an employee's formal work obligations, but supports the functioning of the Organizational Dimensions of Organizational Citizenship Behavior (OCB).

Organ (1988) [2] states that OCB is built from five dimensions, each of which is unique, namely:

- 1) Altruism, a willingness to help a colleague in completing his work in an unusual situation,
- 2) Civicvirtue, concerning the support of workers for administrative functions in the organization,
- 3) Conscientiousness, describes workers who carry out their duties and responsibilities more than what is expected,
- 4) Courtesy, the behavior of alleviating problems related to work faced by others,

- 5) Sportsmanship, describing workers who emphasize to look at the positive aspects of the negative aspects of the organization, sportsmanship describes the sportsmanship of an employee of the organization.

2.3 Job Satisfaction

Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics (Robbins and Judge, 2008: 40) [20]. Job satisfaction is a positive emotional state of evaluating one's work experience. Dissatisfaction arises because these expectations are not fulfilled (Malthis and Jackson, 2008: 98) [39]. Job satisfaction is an evaluation that describes someone's feelings of being happy or not happy, satisfied or dissatisfied at work (Rivai and Sagala, 2009: 856) [40]. Job satisfaction is an emotional state of employees, which occurs or does not occur at the meeting point between the value of employee benefits from the company / organization with the level of remuneration desired by the employee concerned (Martoyo, 2003: 115) [41]. Azash et al. (2011) [42] states job satisfaction is a perceived relationship between what is expected with what is obtained from one's work.

There are five indicators to measure job satisfaction according to Robbins (2008: 148) [25] based on the job descriptive index, namely:

- 1) The work itself (The work it self).
- 2) Wages (Pay)
- 3) Promotion Opportunities.
- 4) Supervision (Supervision)
- 5) Coworkers

This study uses the dimensions of the work itself, superiors and coworkers to measure job satisfaction, because the research is conducted on public organizations.

2.3 Motivation

Motivation is a process that explains the intensity, direction and perseverance of an effort to achieve a goal (Robbin and Judge, 2008: 222) [20]. Hasibuan (2006: 143) [43] states that work motivation is the giving of a driving force that creates the excitement of one's work so that they want to work together, work effectively, and are integrated with all their efforts to achieve job satisfaction. Terry as quoted by Hasibuan (2006: 145) [43] argues that motivation is the desire found in an individual person.

Theory of Needs of Mc. Clelland (Achievement Theory) focuses on human needs into three (Robbins and Judge, 2008) [20]:

- 1) the need for achievement (need of achievement), which is the drive to surpass, achieve in connection with a set of standards and wrestle for success.
- 2) need for power (need for power) is the need to make other people behave in such a way that they will not behave otherwise.
- 3) Needs for affiliation (need for affiliation), namely the need to establish friendly and close interpersonal relationships.

2.4 Competence

Boyatzis (2008) [44] argues: competence is a basic characteristic of someone who guides or causes prominent effectiveness and performance. According to the Glossary Our Workforce Matters (Sinnott, et.al: 2002) [45], competence is a characteristic of employees who contribute to successful work performance and achievement of organizational results. This includes knowledge, skills and abilities plus other characteristics such as values, motivation, initiative and self control. Boterf in Denise et.al. (2007) [46] states competency is something abstract, this does not indicate the existence of material and dependence on individual skills activities. So competence is not a state but rather the result of the activities of combining personal resources (knowledge, abilities, quality, experience, cognitive capacity, emotional resources, etc.) and environmental resources (technology, databases, books, network links, etc.). The definition of competency put forward by Boyatzis, states competency is a basic characteristic of someone who guides or causes a prominent effectiveness and performance.

According to Zurnali (2010) [47], this is done with the consideration that employees who have competence will not produce behavior that is oriented to the optimal consumer or other stakeholders, if workers are not given freedom, freedom, and independence in controlling their work both which includes core decisions regarding with the work, time frame, and content related to the substance of the decision. The competency dimensions that are often used in competency research are based on the opinion of Boyatzis (2008) [44] which summarizes the opinions of experts as follows: Bray et al. (1974) [48]; Boyatzis (1982) [49]; Kotter (1982) [50]; Luthans et. al. (1988) [51]; Howard and Bray (1988) [52]; Campbell et. al. (1970) [53]; Spencer and Spencer (1993) [54]; Goleman (1998) [55], and Goleman et. al. (2002) [56], which groups competencies into three dimensions, namely; cognitive competence, emotional intelligence competence and social intelligence

competence. These dimensions are felt to be very rational in analyzing the competencies of workers / employees in an organization or company. This is because these three dimensions can describe the competencies that are owned as well as anything that must be improved in a worker / employee in order to carry out their duties as desired by the company or organization.

III. RESEARCH METHOD

3.1 Population and Research Samples

In this study the population used was the Officials of the Provincial Government of Bali excluding 9th echelon officials. The sampling technique that will be used in this study is proportionate stratified random sampling based on echelon. Determination of the number of samples based on the criteria of Isaac and Michael with an error rate of 5 percent (Sugiono, 2013: 124) [57]. Based on Isaac and Michael's table, the sample size was 388 consisting of 221 men and 167 women.

3.2 Research Instruments and Data Collection Methods

This research is a survey research so that the research instrument used is a questionnaire. The measurement scale used is the Differential Semantic scale, from 1 strongly disagree to 7 strongly agree.

Data needed for this study were collected from primary and secondary sources. Secondary data were collected from the Bali Province Regional Personnel Agency. Primary data were collected directly from research respondents using questionnaires and interviews.

3.3 Analysis Method

Data analysis in this study will be conducted using descriptive analysis and non-parametric statistical analysis.

3.3.1 Descriptive Analysis Techniques

To answer the first problem in this study using a comparative descriptive analysis by comparing the mean of each indicator of the variables of motivation, competence, job satisfaction and OCB between male and female officials. Thus it will be able to see differences and similarities indicators that form research variables in a gender perspective. The assessment is based on the average score of respondents' perceptions with the following criteria:

Score 1,00 – 2,20	Very poor
Score >2,20 - 3,40	Not good
Score >3,40 – 4,60	Good enough
Score > 4,60 – 5,80	Good
Score > 5,80 - 7,00	Very good

3.3.2 Non Parametric Analysis Techniques

Non-parametric analysis techniques are used to test the significance of the differences in motivation, competence, job satisfaction and OCB officials from a gender perspective. The non-parametric statistic used is the Mann-Whitney U-Test, which is a part of the non-parametric statistic that aims to assist researchers in distinguishing group performance results contained in the sample into two groups with two different criteria. The Mann-Whitney U-Test is used because the data in this study are in the form of ordinal data, the number of female and male respondents is different, and the data interval is not normally distributed.

IV. RESULT AND DISCUSSION

4.1 Descriptive Analysis Results

1) Analysis of Construction Motivation Description

The mean score of the motivation of male respondents was 5.19 included in either criterion. Achievement motivation as a whole has an average score of 5.22, which is classified as good criteria. Power motivation has an average score of 4.95 classified as good criteria and affiliate motivation has an average score of 5.40 which is classified as good criteria. The overall score of female respondents' overall motivation of 4.83 was classified as good criteria. Achievement motivation is classified as good criteria with an average score of 4.98, motivation of power is classified as quite good criteria with an average score of 4.33. Affiliation motivation is classified as good criteria with an average score of 5.18. Overall motivation of male respondents is higher than female respondents, both achievement motivation, power motivation and affiliation motivation. This shows that female officials in the Provincial Government of Bali have lower work motivation compared to male officials.

2) Analysis of Competency Description Construction

The competence of male respondents is classified as good criteria with an average score of 5.53. Likewise with cognitive competence (average score of 5.59), emotional intelligence competencies (average score of 5.49) and social intelligence competencies (average score of 5.51) are classified as good criteria. The competencies of the female respondents belong to the good criteria with an average score of 5.61. Of the three competency dimensions measured, even cognitive competency is classified as very good criteria with an average score of 5.82, while emotional intelligence competencies (average score 5.69) and social intelligence competencies (average score 5.32) classified as good criteria. The average competency score of female respondents is higher than that of male respondents. If seen from the dimensions of competency, female respondents have higher average scores on cognitive competence and emotional intelligence competencies, while the average score of social intelligence competencies is lower. This shows that female officials in the Provincial Government of Bali have higher competence compared to male officials, especially cognitive competencies and emotional intelligence competencies.

3) Job Satisfaction Description Analysis

The work satisfaction of male respondents is classified as good criteria with an average score of 5.42. Job satisfaction is classified as good criteria with an average score of 5.32. Satisfaction with superiors is classified as good criteria with an average score of 5.47. Satisfaction with colleagues is classified as good criteria with an average score of 5.48. The overall job satisfaction of female respondents has an average score of 5.53 which is classified as good criteria. Job satisfaction is classified as good with an average score of 5.74. Satisfaction with superiors is classified as good criteria with an average score of 5.25. Satisfaction with colleagues is classified as good criteria with an average score of 5.61. Overall, female officials have higher job satisfaction than male officials, especially for job satisfaction with work and job satisfaction with coworkers.

4) Analysis of Organizational Citizenship Behavior (OCB) Constructive Analysis

OCB in this study, it was examined from five dimensions, namely Altruism, Courtesy, Sportmanship, Civic Virtue, and Conscientiousness. OCB Male respondents were included in both criteria with an average score of 5.52. Of the five OCB dimensions measured, all are included in the good criteria. The dimension that has the highest average score is courtesy with an average score of 5.63. Altruism is included in both criteria with an average score of 5.42. The overall sportsmanship of male respondents is classified as good with an average score of 5.54. Virtue Civic is classified as good criteria with an average score of 5.48. Conscientiousness is classified as good criteria with an average score of 5.48. The perception of female respondents about the OCB construct as a whole is included in both criteria with an average score of 5.65. Of the five dimensions of OCB measured four dimensions included in the very good criteria namely courtesy (5.87), sportsmanship (5.84), conscientiousness (6.05) while the other two dimensions included in the good criteria. The dimension that has the highest average score is conscientiousness with an average score of 6.05. Female officials in the Provincial Government of Bali have a higher OCB compared to male officials. If viewed from the five dimensions, OCB shows that the dimensions of Altruism and Civic virtue are more dominantly shown by male officials while the dimensions of Courtesy, Sportmanship, and Conscientiousness are more dominantly shown by female officials.

4.2 Non Parametric Analysis Results

The Mann-Whitney U-Test is used to analyze the significance of differences in motivation, competence, job satisfaction and OCB from a gender perspective.

1) Motivation

The results of the Mann-Whitney U-Test analysis for motivation obtained a value of $Z = -4,339$ with a significance of 0,000 less than 0.05, the mean rank of male respondents 215.07 and the mean rank of female respondents 166.08. This shows that there is a significant difference in the work motivation of male officials and the motivation of women officials to work, where the motivation of male officials is higher than that of female officials.

2) Competence

The Z value for competence is -2.031 with a significance of 0.042 less than 0.05, the mean rank of men is 184.45 and the mean rank of women is 207.80. This shows that there is a significant difference in the competence of male officials and female officials in the Provincial Government of Bali, where the competence of male officials is lower than that of female officials.

3) Job Satisfaction

Z value for job satisfaction -1.965 with a significance of 0.049 less than 0.05, mean male rank 184.78 and female mean rank 207.37. This shows that there is a significant difference in the job satisfaction of male officials and female officials in the Provincial Government of Bali, where the job satisfaction of male officials is lower than that of female officials.

4) OCB

The Z value for OCB was -2.086 with a significance of 0.037 that was smaller than 0.05, with a mean rank of men 184.18 and a mean rank of women 208.16. This shows that there are significant differences in OCB officials in the Provincial Government of Bali, where OCB female officials are higher than male officials.

V. CONCLUSIONS, SUGGESTIONS, AND FUTURE RESEARCH

Based on the results of the analysis and discussion, it can be concluded that the motivation of male officials is higher than female officials, while the competence, job satisfaction and OCB of female officials are higher than male officials. On the other hand, the motivation, competency, job satisfaction and OCB of male officials differ significantly from female officials. The results of the study are still limited to Bali provincial government officials, so further research is still needed on non-government agencies to be able to make generalizations.

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Appendix

NPAR TESTS

/M-W= motivation BY gender(1 2)
/MISSING ANALYSIS.

NPar Tests

		Notes
Output Created		10-JUL-2019 22:32:26
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	388
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Syntax		NPAR TESTS /M-W= motivation BY gender(1 2) /MISSING ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05
	Number of Cases Allowed ^a	112347

a. Based on availability of workspace memory.

[DataSet0]

Ranks				
	gender	N	Mean Rank	Sum of Ranks
Motivation	1.00	221	215.97	47730.00
	2.00	167	166.08	27736.00
	Total	388		

Test Statistics ^a	
	motivasi
Mann-Whitney U	13708.000
Wilcoxon W	27736.000
Z	-4.339
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: gender

NPAR TESTS

/M-W= competence BY gender(1 2)

/MISSING ANALYSIS.

NPar Tests

Notes		
Output Created	Comments	10-JUL-2019 22:37:25
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	388
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
	Syntax	NPAR TESTS /M-W= competence BY gender(1 2) /MISSING ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Number of Cases Allowed ^a	112347

a. Based on availability of workspace memory.

Mann-Whitney Test

Ranks				
	gender	N	Mean Rank	Sum of Ranks
Competence	1.00	221	184.45	40763.50
	2.00	167	207.80	34702.50
	Total	388		

Test Statistics^a

	kompetensi
Mann-Whitney U	16232.500
Wilcoxon W	40763.500
Z	-2.031
Asymp. Sig. (2-tailed)	.042

a. Grouping Variable: gender

NPAR TESTS

/M-W= Job satisfaction BY gender(1 2)
/MISSING ANALYSIS.

NPar Tests

Notes

Output Created		10-JUL-2019 22:39:31
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	388
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Syntax		NPAR TESTS /M-W= Job satisfaction BY gender(1 2) /MISSING ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Number of Cases Allowed ^a	112347

a. Based on availability of workspace memory.

Mann-Whitney Test

Ranks

	gender	N	Mean Rank	Sum of Ranks
Job satisfaction	1.00	221	184.78	40835.50
	2.00	167	207.37	34630.50
	Total	388		

Test Statistics^a

	kepuasan
Mann-Whitney U	16304.500
Wilcoxon W	40835.500
Z	-1.965
Asymp. Sig. (2-tailed)	.049

a. Grouping Variable: gender

NPAR TESTS

/M-W= OCB BY gender(1 2)
/MISSING ANALYSIS.

Mann-Whitney Test

NPar Tests

Notes

Output Created		10-JUL-2019 22:47:16
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	388
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Syntax		NPAR TESTS /M-W= OCB BY gender(1 2) /MISSING ANALYSIS.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.03
	Number of Cases Allowed ^a	112347

a. Based on availability of workspace memory.

Mann-Whitney Test

Ranks

	gender	N	Mean Rank	Sum of Ranks
OCB	1.00	221	184.18	40703.00
	2.00	167	208.16	34763.00
	Total	388		

Test Statistics^a

	OCB
Mann-Whitney U	16172.000
Wilcoxon W	40703.000
Z	-2.086
Asymp. Sig. (2-tailed)	.037

a. Grouping Variable: gender

Gusti Ayu Sugiaty "Motivation, Competence, Job Satisfaction and Organizational Citizenship Behavior of Government Officials in Bali Province in Gender Perspective." IOSR Journal of Humanities and Social Science (IOSR-JHSS). vol. 24 no. 08, 2019, pp. 68-78.