

## The Role of Subjective Well-Being (SWB) and Trust in the Employer on Organizational Citizenship Behavior (OCB) of Industrial Employees in the Industrial Revolution Era

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### ABSTRACT

*The purpose of this study was to analyze the role of Subjective Well-Being and Trust in the Employer on Organizational Citizenship Behavior (OCB) of Industrial Employees in the industrial revolution era. This research method is quantitative through surveys, data obtained by distributing online questionnaires which are distributed via social media. Respondents in this study were 300 permanent manufacturing employees with a minimum working period of three years, status as permanent employees. The selection of research subjects was carried out nonprobability by using purposive sampling technique because it is based on predetermined characteristics. This study uses a Likert model scale of 1 to 7 as the main instrument in obtaining empirical data from organizational citizenship behavior, subjective well-being, and trust in the employer. Data analysis used structural equation modeling (SEM) with data processing tools using SmartPLS 3.0. The stages of data analysis were validity, reliability, termination coefficient and hypothesis testing. The results of this study are that subjective Well-Being has a positive and significant effect on Organizational Citizenship Behavior (OCB), Trust in The Employer has a positive and significant effect on Organizational Citizenship Behavior (OCB) and Subjective Well-Being has a positive and significant effect on Trust. in The Employer.*

*Keywords: Well-Being, Trust In The Employer, On Organizational Citizenship Behavior (OCB), Industrial Employees, Industrial Revolution Era*

### INTRODUCTION

In this digital era and industrial revolution, companies want their employees to go the extra mile by being more obedient and obedient to the specified work rules, being able to work optimally in teams, helping each other with the tasks of colleagues who need them, being able to come to the office earlier, not wasting time. time at work, don't complain too much about the current state of the company or exaggerate problems that can disgrace the company's name. According to Freire et al. (2022); Khiong (2022) Organizational citizenship behavior has become one of the most researched themes in the study of industrial psychology and human resource management

literature. According to Abun et al. (2021);Alshaabani et al. (2021) as a set of individual behaviors that voluntarily contribute to the functioning of a company, regardless of the formal reward system. According to Alshaabani et al. (2021) The development of the automotive industry in Indonesia is very rapid with such a high level of competition. The phenomenon that occurs in one company shows that there are many employees who work sober, violate work rules, come to the office late, complain and do not want to tolerate work conditions, find it difficult to be actively involved in work teams and prefer to work individually. The company needs a strategy to overcome these problems and requires employees who are able to work optimally and

even go the extra mile to exceed the specified standards.

Individuals with high SWB rate their lives positively and feel joy and happiness. Individuals have a high SWB if they feel life satisfaction and pleasure more often and feel less unpleasant emotions such as sadness or anger. Whereas individuals with low SWB are individuals who feel very little pleasure, and more often feel negative emotions such as anger and anxiety. Aggarwal et al. (2021); Huang et al. (2021); Kurniasih et al. (2022) SWB focuses on the balance between positive and negative mood experiences each day and the amount of satisfaction one generally feels about his life. Life satisfaction in general is an individual's assessment of his life, while domain satisfaction is an individual's evaluation of individual specific domains. These specific domains include health, finance, work, wealth, marriage to friendships lived by individuals. The affective aspect refers to the dominant affect felt by the individual which will affect the SWB level

According to Freire et al. (2022); Khiong (2022); Kurniasih et al. (2022) Volunteering is the essence of organizational citizenship behavior so that even though it is not planned in the company's reward system, employees are willing to contribute more to the effectiveness of company performance such as involving themselves in some of the informal assignments given. When employees of a company have and demonstrate organizational citizenship behavior, a positive organizational climate will be formed which will have implications for increasing employee welfare and low turnover intentions. According to Aggarwal et al. (2021); et al. (2021); Freire et al. (2022) An environment like this allows companies to gain success with qualified employees who do not view material values highly as their main motivation at work . Employees will focus more on directing their energy to achieve company goals, are willing to help co-workers' difficulties, have a better attachment to the company, and fully enjoy their role in their work. - factors that can affect organizational citizenship behavior of employees in the company. There are many factors that influence organizational

citizenship behavior, one of which is subjective well-being and trust in the employer.

The results of interviews with automotive company employees show that employees while working at this company feel positive emotions and negative emotions such as employees being proud and happy to work for the company because it is a large enough company. Employees believe that this company can provide life satisfaction according to the expectations of each employee. However, in the process, when employees have worked for many years, many problems arise which cause feelings of disappointment because of unfair treatment by the company, blaming each other for conflicts between employees, and feeling of working conditions that employees do not expect.

## METHOD

This research method is quantitative through surveys, data obtained by distributing online questionnaires which are distributed via social media. Respondents in this study were 300 permanent manufacturing employees with a minimum working period of three years, status as permanent employees. The selection of research subjects was carried out nonprobability by using purposive sampling technique because it is based on predetermined characteristics. This study uses a Likert model scale of 1 to 7 as the main instrument in obtaining empirical data from organizational citizenship behavior, subjective well-being, and trust in the employer. Data analysis used structural equation modeling (SEM) with data processing tools using SmartPLS 3.0. The stages of data analysis were validity, reliability, termination coefficient and hypothesis testing.

The research hypothesis is:

- H1: Subjective Well-Being has a positive and significant effect on Organizational Citizenship Behavior (OCB)
- H2: Trust in the Employer has a positive and significant effect on Organizational Citizenship Behavior (OCB)
- H3: Subjective Well-Being has a positive and significant effect on Trust in The Employer.

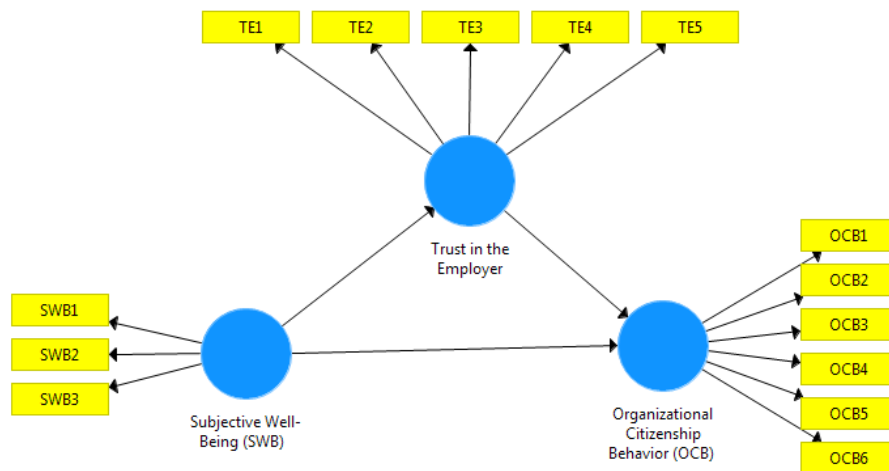


Figure 1. Research Model

## RESULT and DICUSSION

### Convergent Validity

Based on the data presented in fig 1, the research variable indicators has a value of outer loading  $> 0.7$ . However, it appears that there are still some indicators that have an outer loading

value of  $< 0.7$ . According to Purwanto et al. (2020) the outer loading value between  $0.5 - 0.6$  is considered sufficient to meet the convergent validity requirements. The data above shows that there is no indicator variable whose outer loading value is below  $0.5$ , so all indicators are declared feasible or valid for research use and can be used for further analysis.

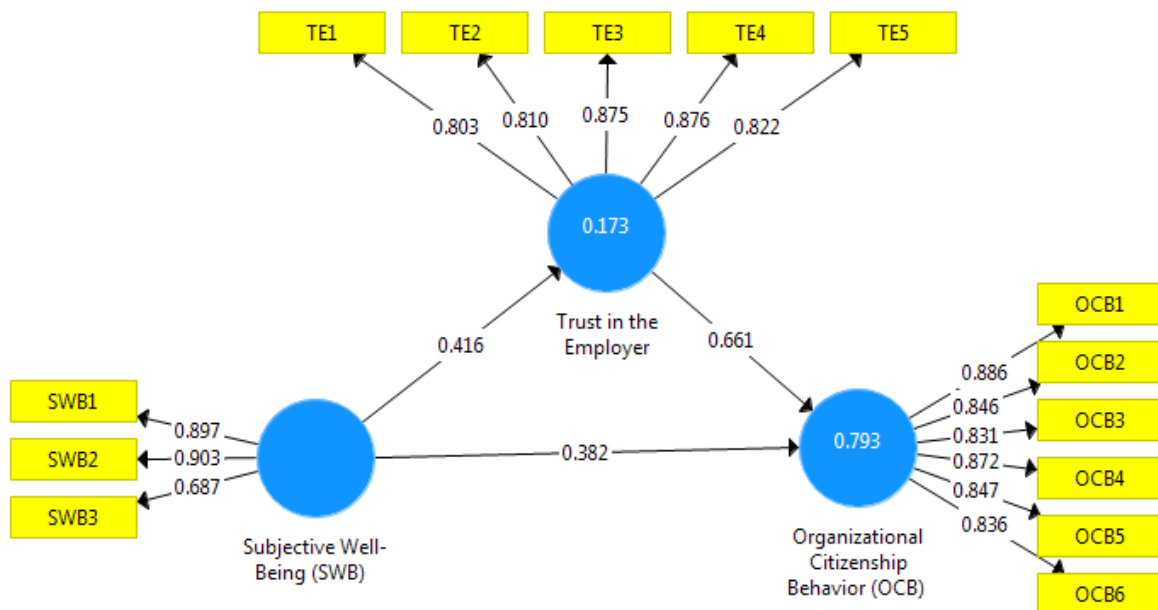


Figure 2. Loading Factors

### Discriminant Validity

Based on the data presented in table 1, it is known that the AVE value of all variables is  $> 0.5$ . Thus it can be stated that each variable has good discriminant validity, the composite reliability value of all research variables  $> 0.7$ . These results indicate that each variable has met

composite reliability so that it can be concluded that all variables have a high level of reliability, the Cronbach's alpha value of each research variable  $> 0.7$ . Thus these results can indicate that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Subjective Well-Being	0.831	0.812	0.786	0.612
Trust in the Employer	0.821	0.823	0.886	0.623
Organizational Citizenship Behavior (OCB)	0.818	0.817	0.715	0.614

**Coefficient of Determination**

Table 2. R Square

	R Square	R Square Adjusted
Trust in the Employer	0.173	0.17
Organizational Citizenship Behavior (OCB)	0.793	0.709

Based on the data presented in table 2, it can be seen that the R Square value for the Trust in the Employer is 0.173. The obtained value explains that Trust in the Employer can be

explained Subjective Well-Being is 17.3% and the remaining 82.7 % is explained by other factors not discussed in this study. The R Square value for the Organizational Citizenship Behavior (OCB) is 0.793 The obtained value explains that Organizational Citizenship Behavior (OCB) can be explained by Subjective Well-Being and Trust in the Employer is 79.3% and the remaining 20.7 % is explained by other factors not discussed in this study.

**Hypothesis Testing**

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05.

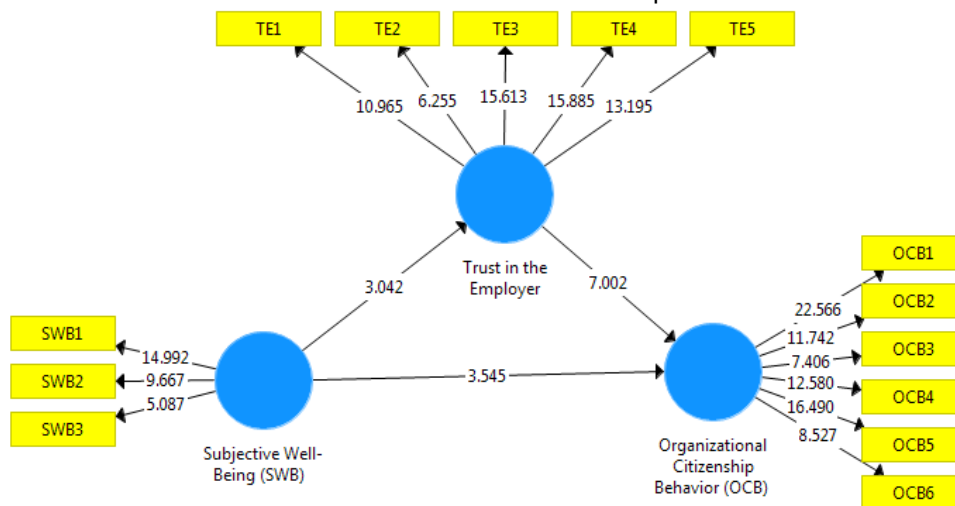


Figure 3. Hypothesis testing

Table 4. Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Subjective Well-Being - Organizational Citizenship Behavior (OCB)	3.545	0	Supported
Trust in the Employer - Organizational Citizenship Behavior (OCB)	7.002	0	Supported
Subjective Well-Being - Trust in The Employer	3.545	0	Supported

### **Relationship between Subjective Well-Being and Organizational Citizenship Behavior (OCB)**

Based on the results of the hypothesis testing analysis, T value  $3.545 > 1.96$  was obtained, so it was concluded that subjective Well-Being has a positive and significant effect on Organizational Citizenship Behavior (OCB), the results of this analysis are in line with Novitasari (2020); Nadeak et al. (2021); Pelealu (2022); Purwanto et al. (2021) that subjective Well-Being has a positive and significant effect on Organizational Citizenship Behavior (OCB),

### **Relationship between Trust in The Employer and Organizational Citizenship Behavior (OCB)**

Based on the results of the analysis of hypothesis testing, a T value  $> 7.002$  is obtained, so it is concluded that Trust in The Employer has a positive and significant effect on Organizational Citizenship Behavior (OCB), the results of this analysis are in line with Purwanto et al. (2020); Roney et al. (2022); Sa'adah et al. (2022) that Trust in The Employer has a positive and significant effect on Organizational Citizenship Behavior (OCB).

### **Relationship of Subjective Well-Being and Trust in The Employer**

Based on the results of the hypothesis testing analysis, T value  $3.042 > 1.96$  was obtained, so it was concluded that Subjective Well-Being has a positive and significant effect on Trust in The Employer. The results of this analysis are in line with Purwanto et al. (2020); Roney et al. (2022); Sa'adah et al. (2022); Setyoko et al. (2022); Vossen (2021); Wahyuningrat (2022) that Subjective Well-Being has a positive and significant effect on Trust in The Employer.

Setyoko et al. (2022); Vossen (2021); Wahyuningrat (2022) OCB is proven to make a large positive contribution to the overall performance of employees and the effectiveness of employees and the organization. The form of behavior given is positive behavior that is outside the formal responsibility of the employee concerned and is carried out in a significant structure and on an ongoing basis. As behavior, of course, there are many motives that become

the background, such as the desire for affiliation (the desire to have a positive relationship with other people), power (the type of power that may be expected by other people) or loyalty to the organization. This motivation can be based on sincerity or a number of negative motivations, such as the desire to get a good image in front of superiors or get a promotion, but the behavior that emerges is positive behavior that is beneficial for organizational effectiveness.

The results of the study show that subjective well-being and trust in the employer trust in the employer simultaneously affect organizational citizenship behavior, meaning that employees will display organizational citizenship behavior when employees feel happy and prosperous with what they feel and employees fully believe that what is ordered by superiors is for his own good. Although it is still rare in the previous literature to examine the effect of subjective well-being on organizational citizenship behavior, from some of the existing literature, several previous researchers agreed with the findings that resulted that there was a positive influence between subjective well-being and organizational citizenship behavior. According to Sa'adah et al. (2022); Wahyuningrat (2022) Employees feel obligated to engage in behavior that benefits the company on the basis of the positive treatment they have received while at the company. Employees who have high subjective well-being will contribute to other people and the organization, their behavior will be strengthened because when they do good they will feel better and happier. The high positive emotion felt in the work environment is associated with better performance and higher organizational citizenship behavior. According to Purwanto et al. (2020); Roney et al. (2022) Apart from subjective well-being, the existence of employee trust in superiors is related to the attitude of no hesitation from an employee (subordinate) to his superior regarding the policies carried out by the superior. Employees who have high trust in their superiors will tend to show constructive behavior at work. Employees want to listen to all directions from their superiors, help each other in carrying out their work, and regard their superiors as a role model for them in carrying out their work. In the

end, trust in superiors encourages the emergence of organizational citizenship behavior among employees.

According to Setyoko et al. (2022); Vossen (2021) The influence of employee trust can be represented in various ways, such as building quality positive relationships with colleagues and willingness to do extra tasks outside of their routine work. Wahyuningrat (2022); Roney et al. (2022) employees behave according to conditions of the work environment, thus when employees assess their superiors to be trusted, this will inspire employees to behave similarly or even respond by showing organizational citizenship behavior. It is proven that there is an increase in work involvement, employee commitment, effective performance, and the formation of prosocial behavior when superiors have a positive effect on their subordinates. The practical implication of the results of this research is that companies realize the importance of creating subjective well-being and building employee trust in their superiors at work. Paying attention to employee happiness and satisfaction at work is one way to encourage employees to be willing to participate extra in various activities that have a positive contribution to the company. Especially with a positive relationship and trust between employees and superiors, employees will be increasingly motivated to work extra (more) to repay all the trust that has been given by the company. Thus subjective well-being and trust in the employer can be considered for automotive companies as a psychological factor that must be considered and cultivated by employees in carrying out their work activities because it will have an impact on increasing employee organizational citizenship behavior. The theoretical implication of this research is that it can become a source of reference for research related to organizational citizenship behavior of employees and also the results of this study support and are relevant to the results of previous studies

## CONCLUSION

Subjective well-being and trust in the employer have a contribution to the organizational

citizenship behavior of employees. It is important for companies to pay attention to and create subjective well-being and trust in the employer will foster extra work behavior in employees who really support the company in increasing its productivity. Companies can prioritize the trust in the employer factor because it makes a larger (dominant) contribution in influencing organizational citizenship behavior. The company realizes the importance of creating subjective well-being and building employee trust in their superiors at work. Paying attention to employee happiness and satisfaction at work is one way to encourage employees to be willing to participate extra in various activities that have a positive contribution to the company. Especially with a positive relationship and trust between employees and superiors, employees will be increasingly motivated to work extra (more) to repay all the trust that has been given by the company. Thus subjective well-being and trust in the employer can be considered for automotive companies as a psychological factor that must be considered and cultivated by employees in carrying out their work activities because it will have an impact on increasing employee organizational citizenship behavior. The theoretical implication of this research is that it can become a source of reference for research related to organizational citizenship behavior of employees and also the results of this study support and are relevant to the results of previous studies could conduct research by examining other variables that play a role in the formation of organizational citizenship behavior, including leadership, organizational culture and climate, group dynamics and prevailing local culture. The results of field research found that these variables are other factors that influence organizational citizenship behavior that were not examined in this study.

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