
The Effect of Employee Empowerment and Self-efficacy on Job Satisfaction and Its Impact on Organizational Citizenship Behavior: Study in PT. PLN (Persero) Banda Aceh

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Abstract

The purpose of this study was to determine the effect of employee empowerment and self-efficacy on job satisfaction and its implications on organizational citizenship behavior (OCB). This research was conducted at the Office of PT. PLN (Persero) Banda Aceh Area. The population is all its permanent employees as much as 205 employees, while the sampling technique used was the census so that the sample amount was the same with population. The statistical technique used in this research to test the research model is Structural Equation Modeling (SEM). The results showed that Employee empowerment affects job satisfaction in PT. PLN (Persero) Banda Aceh, Self-efficacy affects job satisfaction in PT. PLN (Persero) Banda Aceh, Employee empowerment affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh, Self-efficacy affects the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh, Job satisfaction affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh, Employee empowerment indirectly does not affect the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh through job satisfaction, and self-efficacy indirectly does not affect the behavior of organizational citizenship in PT. PLN (Persero) Banda Aceh through job satisfaction. These tested findings reveal the picture of one of managerial model and it contributes to be new premises in the realm of science. Also this can act as reference for practitioners especially in PT. PLN (persero) Banda Aceh as the research object, to set their policies and strategies in further. The both indirect effect hypothesis don't meet the requirement to have H_a acceptance, so this can be an interesting issue to further researchers to keep testing and finding the facts of mediation. The research limitation lies in the amount of variables and scope of object.

Keywords: Employee Empowerment, Self-Efficacy, Job Satisfaction, and Organizational Citizenship Behavior.

1. Introduction

All employees, basically, in every organization, both government and private, are required to always finish their jobs as well as possible, however employees cannot be treated as arbitrarily as using other supporting factors of production. Employees must also always be included in every activity and provide an active role to use existing tools. Without the active role

of employees, the sophisticated tools that are owned will have no meaning for the organization in achieving its intended goals.

In the current era of information technology, every organization should pay attention to human resources that are considered important and very influential on the effectiveness of organizational work, especially in the long run. This is done solely as one of the efforts of the organization in meeting its objectives. Human resources must be managed properly so that they can make the work of the organization effective which can be seen from the division of labor and the employment relationship between units, sub-systems. This is expected to create teamwork between each work unit in the organization. Strong teamwork can encourage employees to behave positively towards coworkers. One of positive employee behaviors is Organization citizenship behavior (OCB).

In order to improve employee OCB, it is significant for the organization to know what is causing OCB, to improve OCB behavior is influenced by two main factors, factors originating from within employees (internal) such as morals, satisfaction, positive attitudes, etc. while factors originating from outside employees (external) such as management systems, leadership systems, and company culture.

(Alizadeh *et al.*, 2012) said that there are several variables that affect employee OCB, including job satisfaction, organizational commitment, employee empowerment, trust, and self-efficacy. This means that OCB is a part of individual employee behavior which is very important in the implementation of each employee's duties and obligations which will lead to the success of the organization. OCB behavior that will support the success of the organization is supported by employee job satisfaction (Pratiwi, 2013).

PT PLN (Persero) is a BUMN that deals with all aspects of electricity in Aceh and currently PT. PLN (Persero) Area of Banda Aceh has considerable human resources both permanent and non-permanent employees, where there are 205 permanent employees now working in 4 work units within the PT. PLN (Persero) Banda Aceh Area so that effective management of these employees is needed, Even though employees currently possessed are highly qualified and reliable in their respective fields, but without the support of the work ability of employees can also affect the decline in organizational effectiveness, therefore in today's dynamic world of work, more and more tasks are performed in teams and where flexibility in work matters, the organization must be able to empower its employees, increase job satisfaction so that employee efficacy improves, and OCB was born in employees which is very useful for the organization in achieving its goals and can reduce disputes and improve work efficiency.

Employees are the main assets of PT. PLN (Persero) Banda Aceh Area, which is currently increasingly recognized. It is because, the determinant of a successful work in achieving a goal, where PT. PLN (Persero) Banda Aceh Area in managing organizations that are increasingly dynamic, then one of the requirements that must be considered is to have productive employees. PT. PLN (Persero) Banda Aceh Area always strives to provide the best for its employees so that they continue to have high morale in the place where they work, by paying attention to the empowerment of their employees, increasing job satisfaction so that employee confidence arises in working within the PT. PLN (Persero) Banda Aceh Area. All was carried out by PT. PLN (Persero) Banda Aceh Area to build trust in employees in order to increase work productivity.

The phenomenon that obtained is that the employees of PT PLN (Persero) still do not agree with the implementation of the organizational citizenship behavior of the employees based on the results of the initial survey. Cause that there are still many employees who do not

agree is because the leadership at PT. PLN (Persero) Banda Aceh Area has not fully implemented employee empowerment, improved efficacy in employees, and increased employee job satisfaction, this condition will affect employees in contributing to organizational citizenship behavior, with this condition the organization at PT. PLN (Persero) The Banda Aceh Area will not run as the organization expectation.

PT. PLN (Persero) Banda Aceh Area should increase the empowerment of its employees and builds self-efficacy in each of its employees so that employees will have a high level of job satisfaction in employees who contribute to the increase in OCB so that the organization can achieve its goals efficiently and this conditions is very beneficial for PT. PLN (Persero) Banda Aceh Area.

2. Literature Review

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is THE behavior that always prioritizes the interests of others, it is expressed in actions that lead to things that are not to meet personal interests, but to realize the welfare of others (Pradana *et al.*, 2018).

(Lovell *et al.*, 1999) argues that organizational citizenship behavior is a behavior that extends and exceeds what is required by the organization as contained in a formal job description. According to Witt, quoted by (Lovell *et al.*, 1999), organizational citizenship behavior refers to actions taken by employees beyond the roles required by the organization and these actions promote the welfare of colleagues, work groups, or even organizations.

According to (Mustikasari and Rahardjo, 2016) the following are factors that can influence organizational citizenship behavior in an organization:

1). Employee Empowerment

Human resources are the main factor for the sustainability of an organization and are most decisive in measuring the success of achieving organizational goals. Human resources in question are people who are ready to use and have the ability to achieve organizational goals.

2) Self-Efficacy

Self-assessment, whether ones can do good or bad deeds, right or wrong, can or can not do as required. expectations greatly determine the contribution to behavior and even be a determinant of whether or not a behavior can be maintained when faced with a problem. the lower the individual has self efficacy expectation, the worse their behavior.

3) Job satisfaction

Someone with a high level of job satisfaction has positive feelings about work, while someone who is dissatisfied with his job has negative feelings. The belief that employees who feel satisfied with their work is far more productive than employees who do not have job satisfaction has been used as a basic principle in assessments among managers over the past few years.

(Greenberg and Baron, 2000), stated that there are five indicators or measures of organizational citizenship behavior (OCB), these indicators are:

1. Altruism (Helping)
2. Conscientiousness
3. Sportmanship
4. Courtesy
5. Civic Virtue

Job satisfaction

(Gibson, Ivancevich and Konopaske, 2012) stated that job satisfaction is an attitude that individuals have about their work. Job satisfaction depends on the suitability or balance between the expected and reality.

(Robbins and Judge, 2014) further defined positive feelings about one's work that are the result of evaluating their characteristics. Someone with a high level of job satisfaction has positive feelings about work, while someone who is dissatisfied with his job has negative feelings. The belief that employees who feel satisfied with their work is far more productive than employees who do not have job satisfaction has been used as a basic principle in assessments among managers over the past few years..

According to (Rivai and Sagala, 2014) that job satisfaction is an evaluation that describes someone's feelings of being happy or not happy, satisfied or not satisfied at work. Meanwhile, according to Nursalam (2011: 118) satisfaction is someone's happy feelings that come from a comparison between pleasure towards an activity and a product or their expectations.

According to (Rahman *et al.*, 2014) the following are factors that can affect job satisfaction in an organization:

1). Employee Empowerment

Efforts to make human resources more responsible for their work which can later improve their performance. Empowering people can be done by moving them from positions that usually only do what is told, into positions that provide opportunities for more responsibility.

2) Self-Efficacy

Self-efficacy is the capacity used to get the desired outcome or effect. Self-efficacy is a form of trust a person has of his capabilities to improve the achievements of his life. Self-efficacy can be in the form of how someone feels, how to think, self-motivation, and the desire to have something.

(Robbins and Judge, 2014) said there are four indicators that can determine encouraging or increasing job satisfaction, these are, (1). Mentally challenging job, where jobs give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they do, (2). Appropriate reward, where the wage system and promotion policies are fair and in accordance with the work done by the employees so that the amount given must be based on the work provided, (3) Supporting working conditions, where personal comfort or environmental factors in the workplace such as the layout of the room and adequate work facilities and (4) supportive colleagues, where the need for social interaction and the behavior of superiors with subordinates must be adjusted to the circumstances at work and when not working and the personal interests of employees who get support from the organization.

Furthermore (Winardi, 2006) said there are five important indicators that are associated with job satisfaction, those indicators are (1). Salary or wages received, the amount of salary or

wages received and the eligibility. (2). Challenging job, the degree to which work tasks are considered attractive and provide opportunities for learning and accepting responsibility. (3) Career opportunities, the opportunities that available to achieve progress in office, (4). Supervisor, the supervisor's ability to show concern for employees. (5). Colleagues, the degree to which colleagues are friendly, competent, and help each other.

Employee Empowerment

Empowerment is an effort to make human resources more responsible for their work which can later improve their performance. Empowering people can be done by moving them from positions that usually only do what is told, into positions that provide opportunities for more responsibility (Wibowo, 2016). According to Bennis and Mische (Sedarmayanti, 2016) "Empowerment is removing the bureaucratic boundaries that compartmentalize people and make them use as effectively as possible their skills, experience, energy and ambition".

According to Eko (2015: 200) "Empowerment is an effort or process to reduce the dependence of employees on their superiors and emphasizes individual control of the responsibility for the work they have to do".

Employee empowerment is done by exploring the potential within each employee, so that employee empowerment is not only in the form of the distribution of power that already exists and has been owned by the organization, but also is the development of power.

In this study the concept of empowerment that is most appropriate for employees in the organization is the concept of Khan (Widjajanti and Widodo, 2014) which stated empowerment is an effort to become more responsible human resources for their work which can improve their performance. With the following indicators (1). Desire, there is a desire to delegate and involve workers. Workers are given the opportunity to identify problems that are happening, (2). Trust, mutual trust between members of the organization will create good conditions for the exchange of information and advice without fear, and it can lead to employee confidence by respecting the capabilities of other employees, an action that creates trust, (3). Credibility, with appreciation and development of a healthy work environment so as to create an organization that has high performance, (4). Responsibility, is as a means of evaluating performance in completion and responsibility for the authority given, and (5). Communication, where openness can be realized by the existence of criticism and suggestions on the results made..

Self-Efficacy

Self-efficacy is a unity of meaning translated from English, self-efficacy. The construct about self efficacy was first introduced by Bandura which presents one of the main aspects of social cognitive theory. Efficacy is defined as the capacity to get the desired outcome or influence, and self as the person being referred (Brouwer-Goossensen *et al.*, 2018). This definition refers to people who have the capacity that used to get the desired outcome or influence. However, the definition stated above seems still to be general in nature. Another more specific definition put forward by (Jones, 2004), self-efficacy is a person's beliefs about his ability to carry out a behavior successfully.

The word efficacy relates to the habits of human life based on character principles, such as integrity, humility, loyalty, self-limitation, courage, justice, patience, craftsmanship, simplicity and politeness that should be developed from within to outside the self, not by coercion from outside into humans. Someone said to be effective if the individual can solve problems

effectively, maximize opportunities, and continuously learn and integrate other principles in the growth spiral.

Self-efficacy affects motivation, either when managers give rewards or when employees themselves provide their abilities. The higher the self-efficacy, the greater the motivation and performance. According to (Cherrington, 1995) that self-efficacy is defined as a person's beliefs with his ability to carry out a specific task. He admitted that in some ways the concept of self-efficacy was similar to self-esteem and locus of control. However, self-efficacy is related to specific tasks compared to general perceptions of overall competence. The substantial definition of self-efficacy above, can be said to be more specific and essentially has a different meaning from self-esteem.

(Bandura, 2018) formulated that expectations determine behavior or whether performance is done or not, therefore expectations greatly determine the contribution to behavior and even be a determinant of whether or not a behavior can be maintained when faced with problems. Individuals who have low self-efficacy expectations will affect their low behavior as well. In this context the absence of self-efficacy expectations will make participation low and choose to give up when facing difficulties (Kristof-brown, Zimmerman and Johnson, 2005).

(Bandura, 1993) explained that self efficacy shows the level of individual confidence in doing work, which is high is shown by the following behavior:

- a. Set goal - establish standards, people who have high confidence often set standards of action that need to be taken to achieve these goals. Both of these actions were carried out primarily to motivate him to achieve achievements.
- b. Affective Process
People believe in the influence of their capabilities in dealing with stress and depression in the face of threats or difficult situations. With self-efficacy, someone will be able to overcome all the problems that threaten their existence.
- c. Selection Process
Through confidence in the capabilities owned, then someone tends to act selectively or make choices about the achievement of his life goals. Humans will choose to solve problems and achieve goals in accordance with the capabilities they have.

Bandura (1986: 299) said that self-efficacy as a sense of someone's trust that they can show the behavior required in a specific situation. Individuals with high self-efficacy will try harder and have strong endurance in doing tasks compared to individuals who have low self-efficacy. Self-efficacy is more directed at individual assessment of their abilities. The importance of self-efficacy will affect the effort required and ultimately seen from work performance. Individuals with high self-efficacy will be more resilient and resistant to the situation around them.

Indicators of self-efficacy according to (Bandura, 1993), are as follows:

- a. *Magnitude*: refers to the level of difficulty of the task that is believed by individuals to be completed.
- b. *Strength*: refers to the strength or weakness of individual confidence in the level of difficulty of the task that can be done. Weak self-efficacy is easily nullified by difficult experiences, whereas people who have strong confidence in competition will sustain the business despite difficulties.
- c. *Generality*: point out whether self-efficacy beliefs only take place in a particular domain or apply to a variety of activities and behaviors, organization, organizational development, and quality of work life.

- d. *Beactive–selectbestopportunity*, being active in completing work on time and not procrastinating in taking action. Active people will think that procrastinating without a good reason will only waste time and be unproductive.
- e. *Managethesituation– avoidorneutralizeobstacles*, those who have high confidence always try to manage their time and keep the schedule / activities that have been determined and try to avoid unfavorable situations.

Hypothesis

From the literature and previous research models, authors formulate the hypotheses for this research as follows.

H1 : Employee empowerment affects job satisfaction in PT. PLN (Persero) Banda Aceh.

H2 : Self-efficacy affects job satisfaction in PT. PLN (Persero) Banda Aceh.

H3 : Employee empowerment affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.

H4 : Self-efficacy affects the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.

H5 : Job satisfaction affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.

H6 : Employee empowerment indirectly affects the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh through job satisfaction.

H7 : Self-efficacy indirectly affects the behavior of organizational citizenship in PT. PLN (Persero) Banda Aceh through job satisfaction.

3. Method

Population and Research Sample

The population determined in this study was all permanent employees who are still actively working in the PT. PLN (Persero) Banda Aceh, as much as 205 employees.

(Malhotra, 2011) stated that quantitative research does not require the use of samples that are too large. In this quantitative study it is permissible to use a total of 100 to 200 respondents, so the size of the sample taken in this study is 205 employees.

According to (Arikunto, 2014), the sample is a portion of the population that is considered sufficient to represent the population. In this study the sampling method uses census technique where all members of the population are selected as research samples. The sample taken is all permanent employees who work in the PT. PLN (Persero) Banda Aceh as many as 205 respondents.

Data Collection Technique

To obtain data on the assessment of work performance, work motivation, work environment and relationships between employees, data was collected using questionnaires. The questionnaire method is a series or list of questions that are arranged systematically, then sent to be filled in by respondents. After being filled out the questionnaire was sent back. (Bungin, 2008).

The questionnaire used is the type of choice to make it easy for respondents to provide answers, because alternative answers have been provided and only require a shorter time to answer. The questionnaire contains questions related to research variables.

Data Analysis Method

Data in this study analyzed through the Structural Equation Modeling (SEM) method of the statistical software package AMOS 22.0 which is a statistical tool used for hypothesis testing. (Hair *et al.*, 2016) explained that the SEM equation model is a set of statistical techniques that allow testing a series of simultaneous "complicated" relative relationships. Furthermore (Hair *et al.*, 2016) explained the advantages of SEM applications in research is because of its ability to confirm the dimensions of a concept or factor that is very commonly used and its ability to measure the influence of existing relationships theoretically.

Before testing the hypothesis, confirmatory factor analysis (CFA) was used to confirm the measurement model with the same data. This is consistent with the views of Da Silva and Alwi explained that confirmatory factor analysis (CFA) in structural equation modeling (SEM) needs to be done first to ensure that the data is in a fit condition. After the analysis, structural equation modeling (SEM) is used to test the theoretical model, which is based on a measure of goodness-of-fit (Hair *et al.*, 2016). The research model is as shown below.

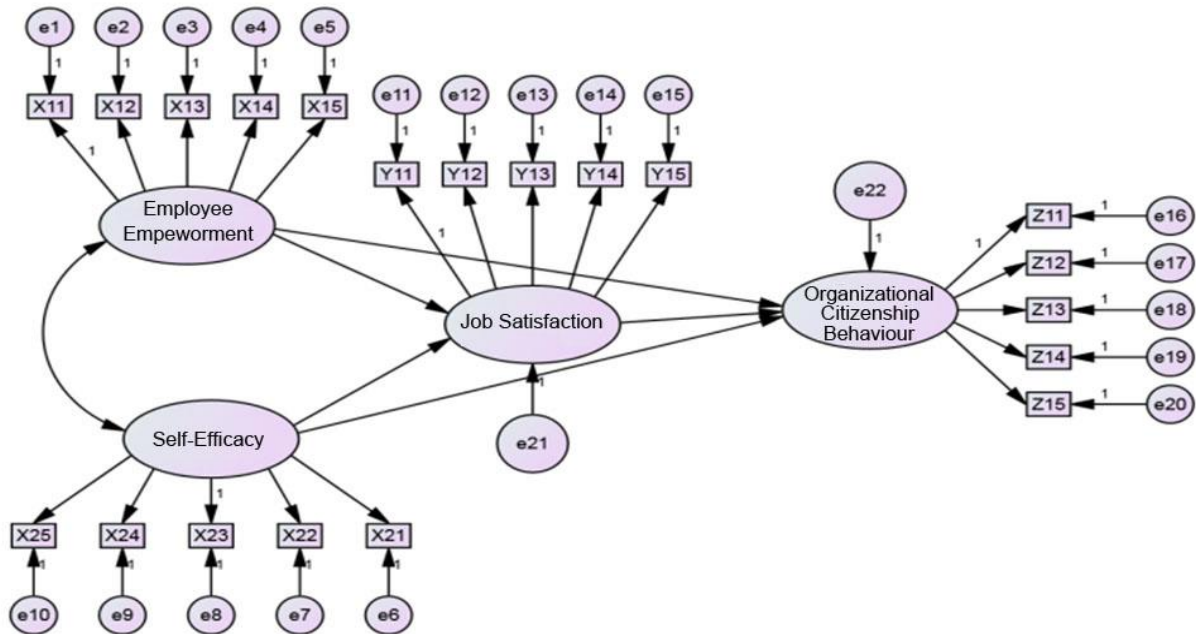


Figure 1. Measurement Model

Based on Figure 1 above, the mathematical relationship between causality in research can be stated as follows:

$$\eta_1 = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \zeta_1$$

$$\eta_2 = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \beta_{21}\eta_1 + \zeta_2$$

Or

Job satisfaction

$$= \gamma_{1.1} \text{employee empowerment} + \gamma_{1.2} \text{self-efficacy} + \zeta_1$$

Organizational Citizenship Behavior

$$= \gamma_{2.1} \text{employee empowerment} + \gamma_{2.2} \text{self-efficacy} + \beta_{2.1} \text{job satisfaction} + \zeta_2$$

Where:

- γ : the magnitude of the effect of exogenous latent variables on endogenous latent variables
- β : the magnitude of the effect of exogenous latent variables on endogenous latent variables
- ζ : The magnitude of the error vector (error) in the structural relationship between variables

4. Result

The test was carried out using Structural Equation Modeling (SEM) analysis, the estimation is done in stages, where in the first stage, by conducting Confirmatory Factor Analysis technique and the second stage, by Full Structural Equation Model (Ghozali, 2018).

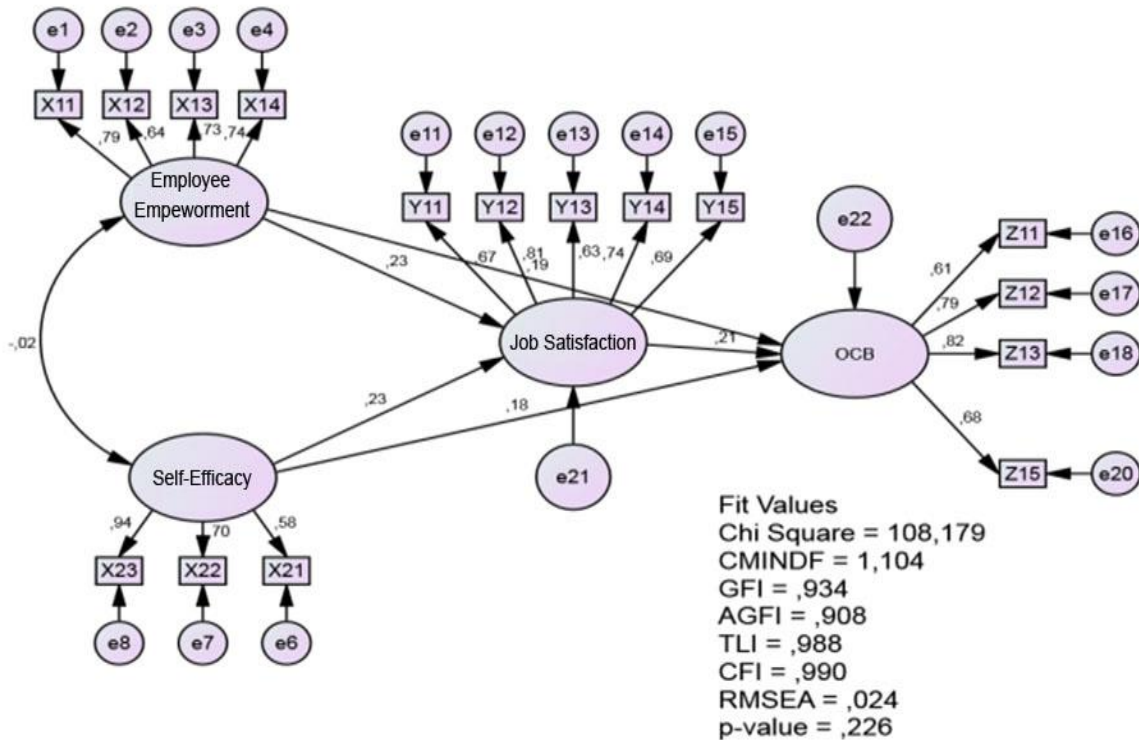


Figure 2. SEM Test Result

This hypothesis test is based on processing research data using SEM analysis, by analyzing regression (Regression Weight Analysis Structural Equation Modeling). This hypothesis test is by analyzing the value of the Critical Ratio (CR) and the probability value (P) of the data processing results, compared with the statistically required limits, it is above 1.96 for CR value and below 0.05 for P value.

Table 1. Regression Weights

			Estimate	Standardized Estimate	S.E.	C.R.	P
Job_Satisfaction	<---	Employee_Empowerment	.212	.227	.083	2.561	.010
Job_Satisfaction	<---	Self_Efficacy	.255	.228	.098	2.606	.009
OCB	<---	Job_Satisfaction	.178	.207	.080	2.226	.026
OCB	<---	Employee_Empowerment	.153	.191	.072	2.116	.034
OCB	<---	Self_Efficacy	.177	.185	.084	2.102	.036

Source: Data processed through SEM (2020)

Based on Table 1, the statistical equation of influence between exogenous variables on endogenous variables can be explained as follows:

Job satisfaction

= **0.227 Employee Empowerment + 0.228 Self-efficacy.**

Organizational citizenship behavior

= **0.238 Employee Empowerment + 0.232 Self-efficacy + 0.207 Job satisfaction.**

H1 : The Effect of Employee Empowerment on Job Satisfaction

For H1, the test result provided $CR. = 2.561 \geq 1.96$ and the value of $P = 0.010 \leq 0.05$ so that H_{a1} is **accepted**. There is an influence between the independent variable employee empowerment (X1) on the dependent variable job satisfaction (Y), as for the magnitude of the level of influence between employee empowerment on job satisfaction has a value of 0.227 (any improvement in employee empowerment will result in increased job satisfaction). Thus H_{a1} has proven. This result is consistent with the research conducted by (Rae, 2013) regarding the effect of perceptions of empowerment and commitment affecting job satisfaction: a study of influences at managerial level. Based on these results, a conclusion can be drawn that employee empowerment affects job satisfaction at the managerial level in an organization, so that the existence of employee empowerment in the organization will increase employee job satisfaction.

H2 : The Effect of Self-Efficacy on Job Satisfaction

For H2, the test result provided $CR. = 2.606 \geq 1.96$ and the value of $P = 0.009 \leq 0.05$ so that H_{a2} is **accepted**, it can be concluded that there is an influence between the independent variable self-efficacy (X2) on the dependent variable of job satisfaction (Y), as for the magnitude of the level of influence between self-efficacy on job satisfaction has a value of 0.228 (any improvement in self-efficacy will result in increased job satisfaction). Thus H_{a2} has proven. This result is consistent with the research conducted by (Chasanah, 2008) stated that between self-efficacy and job satisfaction there is a positive and significant relationship so that self-efficacy of employees will affect the increase in employee job satisfaction, where satisfaction is a positive feeling about one's work which is the result of evaluating its characteristics. Someone with a high level of self efficacy has positive feelings about work, while someone who is dissatisfied with work has negative feelings.

H3: The Effect of Employee Empowerment on Organizational Citizenship Behavior

For H3, the test result provided $CR. = 2.116 \geq 1.96$ and the value of $P = 0.034 \leq 0.05$ so that Ha3 is **accepted**. There is an influence between the independent variables of employee empowerment (X1) on the dependent variable of organizational citizenship behavior (Z), as for the magnitude of the level of influence between employee empowerment on organizational citizenship behavior has a value of 0.191 (any improvement in employee empowerment will result in an increase in organizational citizenship behavior). Thus Ha3 has proven. This result is consistent with the research conducted by (Noori and Azma, 2013) who conducted research on the relationship between empowerment felt by employees and organizational citizenship behavior (Case study: Public organization in Bojnourd). Based on the results of the study it can be concluded that the perceived empowerment of employees has a significant effect on the Organization Citizenship Behavior, on public organizations in Bojnourd, so that empowerment becomes a very important variable used in an organization to improve the Organization Citizenship Behavior.

H4: The Effect of Self-Efficacy on Organizational Citizenship Behavior

For H4, the test result provided $CR = 2.102 \geq 1.96$ and $P \text{ value} = 0.036 \leq 0.05$ so Ha4 is accepted. There is an influence between the independent variable self-efficacy (X2) on the dependent variable organizational citizenship behavior (Z), as for the magnitude of the level of influence between self-efficacy on organizational citizenship behavior has a value of 0.185 (any improvement in self-efficacy will result in an increase in organizational citizenship behavior). Thus Ha4 has proven. This result is consistent with the research conducted by (Syamsuddin, Ringgasa and Badarwan, 2017) in research on the effect of the effect of self-efficacy on Organization Citizenship Behavior (OCB) on employees of the State Islamic Institute of Kendari. Based on the study, it concluded that self-efficacy influences organizational citizenship behavior among employees of the State Islamic Institute of Kendari. The variables examined in this study were employee empowerment, self efficacy, and organizational citizenship behavior and job satisfaction.

H5: The Effect of Job Satisfaction on Organizational Citizenship Behavior

For Ha5, the value of $C.R = 2.226 \geq 1.96$ and the value of $P = 0.026 \leq 0.05$ so that Ha5 is **accepted**. There is an influence between the variable job satisfactions (Y) on variable organizational citizenship behavior (Z), as for the magnitude of the level of influence between job satisfaction on organizational citizenship behavior has a value of 0.207 (any increase in job satisfaction will result in an increase in organizational citizenship behavior). Thus Ha5 has proven. This result is consistent with the the research conducted by (Gusniati, 2014) stated that job satisfaction had an effect on the Organization Citizenship Behavior, so that if employees have high job satisfaction on their employees, they will be able to improve the Organization Citizenship Behavior in the employees and the organization will be more effective, because job satisfaction is a feeling of satisfaction and dissatisfaction of employees at work as described in work behavior, so job satisfaction employees are needed in every organization, (Barney and Hansen, 1994).

H6 : The Effect of Employee Empowerment on Organizational Citizenship Behavior Through Job Satisfaction

To find out briefly the results of hypothesis testing can be seen in the results of the analysis of mediation effects using the concept of sobel test are the following:

Table 2. Sobel Test of Hypothesis 6

Input:		Test statistic:		Std. Error:	p-value:
a	0.227	Sobel test:	0.75365666	0.02499945	0.45105541
b	0.083	Aroian test:	0.62831056	0.02998676	0.52980052
s _a	0.207	Goodman test:	1.00603263	0.01872802	0.31439987
s _b	0.080	Reset all	Calculate		

Table 2 is the Sobel calculation result as an Interactive calculation tool for Mediation tests where the value of t statistic obtained is 0.753 which is smaller than the minimum of 1.96 ($0.753 < 1.96$) and p value of $0.45 > 0.05$. It explains that Ha6 is **rejected** because the mediation effect is not significant.

Based on the results of significant calculations for path C 'using the sobel test, the significant value for all paths (A, B, C and C') can be seen also in Figure 3 below:

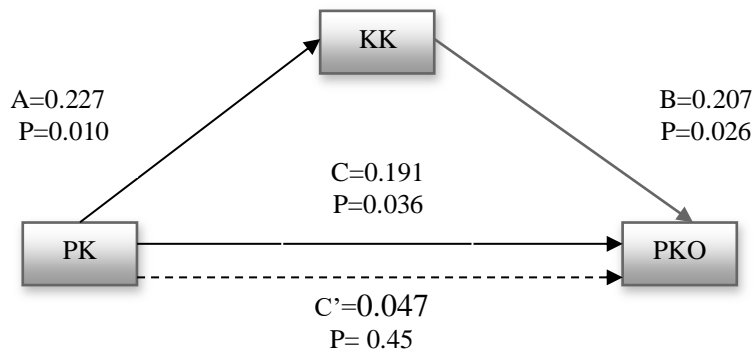


Figure 3. The Effect of Employee Empowerment on Organizational Citizenship Behavior Through Job Satisfaction

The figure 3 shows The coefficient of direct effect of employee empowerment variable on organizational citizenship behavior is 0.191, while the coefficient of indirect effect of employee empowerment variable on organizational citizenship behavior through job satisfaction has a value of 0.047. From the significant test result (Ha7 rejection) describes that if PT PLN (Persero) Banda Aceh Area wants to improve organizational citizenship behavior in its company, then the leadership of PT PLN (Persero) Banda Aceh Area should increase employee empowerment without through job satisfaction enhancement. In this context, job satisfaction does not act as mediator thus Ha6 is rejected and Ho6 is accepted. So the use of direct effect can still be used eventhough the result of this study is not relevant to the result from previous studies conducted by (Mustikasari and Rahardjo, 2016) stated that employee empowerment has a significant effect on organizational citizenship behavior both directly and indirectly mediated by job satisfaction. Then the employee empowerment acts as a power to set the organization citizenship behavior directly.

H7 : The Effect of Self-Efficacy on Organizational Citizenship Behavior Through Job Satisfaction

To find out briefly the test result of indirect hypothesis test of H7, it can be seen in the sobel test as follows:

Table 3. Sobel Test of Hypothesis 7

Input:		Test statistic:		Std. Error:	p-value:
a	0.228	Sobel test:	0.81905003	0.02728038	0.41275787
b	0.098	Aroian test:	0.70014893	0.03191321	0.4838343
s _a	0.207	Goodman test:	1.03066744	0.02167916	0.3026968
s _b	0.080	Reset all	Calculate		

Table 3 is the Sobel calculation result as an Interactive calculation tool for Mediation tests where the value of t statistic obtained is 0.819 which is smaller than the minimum of 1.96 ($0.819 < 1.96$) and p value of $0.41 > 0.05$. It explains that Ha7 is **rejected** because the mediation effect is not significant.

Based on the results of significant calculations for the C 'path using the sobel test, the significant values for all the paths (A, B, C and C') can be seen also in Figure 4 below:

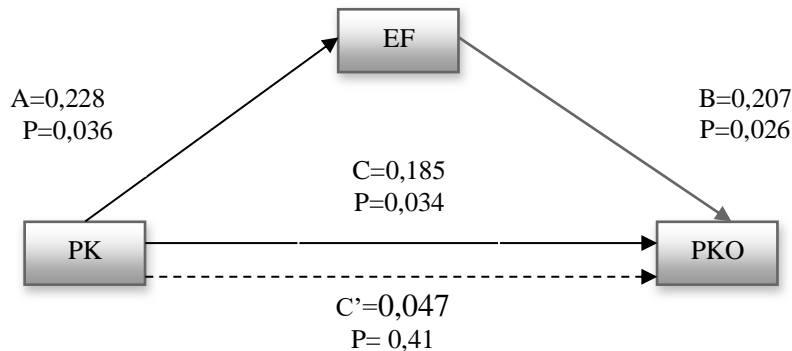


Figure 4. The Effect of Self Efficacy on Organizational Citizenship Behavior Through Job Satisfaction

The figure 4 shows the coefficient of direct effect of self-efficacy variable on organizational citizenship behavior has a value of 0.185, while the coefficient of indirect effect of self-efficacy variable on organizational citizenship behavior through job satisfaction is 0.047. From the significant test result (Ha7 rejection) describes that if PT PLN (Persero) Banda Aceh wants to improve organizational citizenship behavior in its company, Self efficacy can affect it directly without through job satisfaction. So the direct affect theory still can be used although this result is not consistent with the results of a study conducted by (Putri and Ratnaningsih, 2018) stated that self efficacy influences organizational citizenship behavior through job satisfaction. The emergence of individual organizational citizenship behavior in an organization because of self-efficacy is the capability used to get the desired results or influences. Self-efficacy is a sense of trust someone that they can show the behavior required in a specific situation.

5. Conclusion

Based on the discussion, several conclusions can be drawn as follows:

- 1 Employee empowerment affects job satisfaction in PT. PLN (Persero) Banda Aceh.

- 2 Self-efficacy affects job satisfaction in PT. PLN (Persero) Banda Aceh.
- 3 Employee empowerment affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.
- 4 Self-efficacy affects the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.
- 5 Job satisfaction affects organizational citizenship behavior in PT. PLN (Persero) Banda Aceh.
- 6 Employee empowerment indirectly does not affect the organizational citizenship behavior in PT. PLN (Persero) Banda Aceh through job satisfaction.
- 7 Self-efficacy indirectly does not affect the behavior of organizational citizenship in PT. PLN (Persero) Banda Aceh through job satisfaction

Several recommendations that can impact practitioners in research object are as follows:

1. PT. PLN (Persero) Banda Aceh in order to increase job satisfaction management should pay attention to the indicators used in the employee empowerment and self-efficacy variables, it is because the indicators have positive and significant impacts to increase the satisfaction in working at PT. PLN (Persero) Banda Aceh.
2. The leaders of PT. PLN (Persero) Banda Aceh in order to improve organizational citizenship behavior should pay attention to the indicators used on employee empowerment, self-efficacy, and job satisfaction variables, it is because the indicators have positive and significant impact to create the organizational citizenship behavior in PT. PLN (Persero) the Banda Aceh
3. Management in PT. PLN (Persero) Banda Aceh Area can make the employee empowerment and self-efficacy as the important variables to be considered, it is because these two variables directly influence work to improving organizational citizenship behavior in PT. PLN (Persero) Banda Aceh through job satisfaction.

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