The Effect of Quality of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support on Work Morale

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ABSTRACT: *The purpose of this study was to determine the effect of Quality of Work Life (QWL), Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership, Perception of Organizational Support on the Morale of Elementary School teachers at the Departement of Education and Culture in Padang Pariaman Regency. This research was conducted at an elementary school in the district of Padang Pariaman. This type of research is descriptive quantitative. The data collection method used a questionnaire with a Likert scale as a tool to measure the attitudes and opinions of respondents. The sampling technique used is purposive sampling. The number of samples in the study were 220 respondents. Data analysis using Multiple Linear Regression Analysis. The results showed that partially the Quality of Work Life had a positive and significant effect on work morale, Job satisfaction had a positive and significant effect on morale, Transformational Leadership had no effect on work morale. Perception of organizational support has a positive and significant effect on work morale. Quality of Work Life (QWL), Job satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support simultaneously have a significant effect on work morale.*
KEYWORDS: *Quality of Work Life, Transformational Leadership, Morale*

I. INTRODUCTION

Reliable human resources are assets that also determine the progress of the organization. Achieving organizational goals requires the synergy of various parties so that all elements in the organization have the same reference for mutual progress. Individuals involved in the organization must have a high spirit to excel, produce the best work and devote all their talents to the benefit of the organization. Rivai and Sagala, (2016) revealed that every organization provides encouragement to organizational members to have the spirit to get a better career path. Support is provided in the form of providing work facilities, rewards and training. The rank or career path owned by each company is relatively different, in government agencies, the rank level is obtained by employees based on the number of credits from activities and achievements they have achieved. In addition, ranks in government-run agencies are periodic and regulated according to the labor law.

Morale in the organization is largely determined by various factors that can influence a person to achieve achievement. Kasmir (2016) argues and summarizes it as follows; ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. Added by Luthans, (2017) reveals that work

enthusiasm is doing work more actively so that work gets faster and better. Morale is a strong impetus to carry out work with a higher frequency, to speed up the process of completing work.

Someone will try to make achievements in the field of work if they feel comfortable and calm at work. The influence of one's feelings at work cannot be taken lightly, because it determines the quality of the results to be achieved. Gibson et al., (2009:156) defines the quality of work life is the quality of feelings felt by individuals who work throughout carrying out their duties and responsibilities. The higher the perceived quality of work employees will encourage them to be serious and full of responsibility to try to complete it. This peaceful and comfortable feeling gives a sense of satisfaction in carrying out routine work. In line with what Davis and Newton (2004:44) state that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work.

Furthermore, a strong variable that also influences a person is a sense of placing the interests of the organization above personal interests. As revealed by Robbins and Timothy (2012) that, Organizational Citizenship Behavior (OCB) shows the behavior shown by employees within the organization, in this case employees are willing to give extensive time to the organization, as well as high solidarity from employees to help fellow employees and willing to sacrifice personal interests in order to achieve the desired goals of the company. Then, the sense of solidarity raised by subordinates must be supported by the attitudes and actions of leaders who protect, become role models that should be used as examples in the organization. As expressed by; Gibson et al (2009:356) transformational leadership is a leadership style that makes the leader a motivator who protects all employees. Leaders are always an example and role model for their subordinates.

Stogdi in Sutikno (2014), added that as a management concept, leadership in organizations can be formulated in various definitions depending on where the starting point of the thought. Then Sanusi and Sutikno (2014) argue that leadership is a process that influences group activities that are organized to achieve common goals. Meanwhile, Sondang (2009:62) places more emphasis on a person's ability to influence other people (his subordinates) so that other people want to do the leader's will even though personally it may not be liked by him. Meanwhile, institutional or organizational support to support achievement and work spirit is an inseparable part. As revealed by (Gibson et al, 2012) that perceived organizational support is the support or contribution given by the company to increase the enthusiasm and motivation of employees in carrying out their duties and responsibilities.

The phenomenon that occurs in elementary school teachers in Padang Pariaman Regency is the lack of enthusiasm for teachers to take care of promotions. Based on observations, it was found and identified teacher delays in taking care of promotions, especially in groups III and IV. In this group, there are quite a large number of people who are late to take care of promotions. Teachers do not have high motivation to achieve ranks and positions because of administrative procedures that they have to go through. It is suspected that this condition is caused by the lack of motivation of teachers to take care of the procedures or requirements for promotion. The increasingly difficult procedures for managing promotions such as classroom action research and other procedures have resulted in many teachers having difficulty managing their promotion procedures. If this phenomenon continues, it will certainly affect the quality of career achievements of each teacher. It is necessary to study the factors that can affect the change in the spirit of elementary school teachers in Padang Pariaman Regency to carry out the promotion procedure. On the Table. 1. Data is displayed regarding the number of elementary school teachers who are late to take care of promotions or functional positions.

Table. 1
List of Functional Groups of Elementary School Teachers
Padang Pariaman Regency as of December 2020

Nu	Districts	Category II				Category III				Category IV		
		IIa	IIb	IIc	IId	IIIa	IIIb	IIIc	IIId	IVa	IVb	IVc
1	Batang Anai	-	4	1	5	23	32	17	19	61	100	1
2	VII Koto Sungai Sarik	2	14	5	4	28	35	25	15	36	50	1
3	Enam Lingkung	-	4	2	1	19	26	10	6	29	41	
4	V Koto Kampung. Dalam	1	10	-	4	35	40	22	3	15	50	
5	Lubuk Alung	2	8	9	5	31	32	22	11	30	84	
6	Sungai Geringging	-	8	1	2	27	23	14	14	22	28	
7	Sungai Limau	-	18	1	5	44	37	29	14	25	63	
8	Sintoga	-	4	1	-	16	22	6	7	18	37	
9	V Koto Timur	2	15	4	2	17	25	18	8	16	36	
10	Padang Sago	-	4	-	-	11	11	7	5	3	12	
11	Patamuan	-	3	1	-	6	21	7	5	9	24	
12	Ulakan Tapakis	-	6	4	1	11	7	12	3	12	19	
13	Batang Gasan	-	8	2	4	12	5	2	6	11	21	
14	2 X 11 Enama Lingkung	-	4	5	4	15	10	9	6	23	29	
15	2 X 11 Kayu Tanam	-	11	1		14	8	11	10	25	39	
16	IV Koto Aur Malintang	-	17	3	7	17	8	13	11	19	28	

| 17 | Nan Sabaris | - | 8 | 7 | 3 | 15 | 12 | 8 | 15 | 18 | 25 | |
| | Total | 7 | 146 | 47 | 47 | 341 | 354 | 232 | 158 | 372 | 686 | 2 |

Source: Padang Pariaman Regency Education and Culture Office, 2020.

In order to understand the phenomena that occur at the research site, the researchers conducted an initial survey to get an initial picture that occurred in understanding the problems that occurred. Here in the Table. 2 shows the initial survey data.

Table. 2
Pre-Survey Results to Find Out the Reasons for Elementary School Teachers in the
Padang Pariaman Rgency Postpones Promotion

Nu	Statement	Yes		No		Total
		Total	%	Total	%	
1	I'm postponing my promotion because I don't have enough time to do it	21	70.00	9	30.00	30
2	I haven't taken care of promotion because I don't have complete requirements	22	73.33	8	26.67	30
3	I haven't taken care of promotion due to difficulty in document collection	5	16.67	25	83.33	30
4	I took care of promotion until now due to lack of enthusiasm to do so	23	76.67	7	23.33	30
5	I haven't taken care of promotions because of the fear of the immensity of responsibility in the future	21	70.00	9	30.00	30

Source : Pre-Survey

Based on the results of the pre-survey, it can be seen that as many as 70% of respondents delay promotion because they do not have enough time to do this, besides that 73.33% of respondents do not have sufficient requirements to take care of promotions. Then 76.67% of respondents admitted that they were less enthusiastic due to the lack of support from their superiors or colleagues, in addition 70% of respondents also admitted that they delayed their promotion due to fear of not being able to carry out their responsibilities due to their increasing rank.

It can be observed that various groups of respondents are less enthusiastic about taking care of the requirements for promotion, if left unchecked it will certainly damage teacher performance. According to Robbins and Judge, (2016) morale is a positive behavior shown by each individual at work. The positive behavior in question is related to enthusiasm at work. Work spirit can be observed from the daily behavior of employees. An employee who is active at work will always try to complete tasks quickly and precisely, carefully utilize time and always show enthusiasm for work. Based on the data from the initial survey, it is suspected that there are several variables that also affect the morale of teachers to take care of their functional promotions. Among others are ; Quality of Work Life (QWL), Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership, Perception of Organizational Support. Therefore, this research is important to do.

II.   RESEARCH METHODS

The research was conducted at an elementary school in the district of Padang Pariaman. This type of research is descriptive quantitative with the variables studied are; Quality of Work Life (QWL) (X1), Job Satisfaction (X2), Organizational Citizenship Behavior (OCB) (X3) , Transformational Leadership (X4) Perception of Organizational Support (X5) Morale (Y).The data used are primary data and secondary data. The population is all elementary school teachers in Padang Pariaman Regency. The sampling technique is purposive sampling. The number of samples is 220 people. The research instrument uses a questionnaire with a Linkert scale to measure the attitudes and opinions of respondents. With the weight of points as follows; 1 for the category Strongly Agree (SS), 2. Agree (S), 3. Neutral (N), 4. Disagree (TS), 5. Strongly Disagree (STS), Ghozali (2006). Data analysis was performed with Multiple Linear Regression.

III.   RESULT AND DISCUSSION

3.1. Descriptive Statistics

Based on the findings of the following research data, descriptive data of the respondents, consisting of gender, age, education, position and years of service, is shown. The description can be seen in the Table. 4 of the following;

Table. 4
Respondent's General Description

Description	Amount	Percentage
Gender		
Man	45	20.45
Woman	175	79.55
Age		
23 – 30 year	10	4.55
31 – 35 year	23	10.45
36 – 40 year	25	11.36
41 – 45 year	10	4.55
46 – 55 year	83	37.73
> 55 year	69	31.36
Education		
D3 / Equal	20	9.09
S1	187	85.00
S2	13	5.91
Position		
Not Filling	4	1.82
II A	2	0.91
II B	10	4.55
II C	4	1.82
II D	7	3.18
III A	23	10.45
III B	20	9.09
III C	27	12.27
III D	20	9.09
IV A	35	15.91
IV B	68	30.91
Years of service		
0 – 10 year	29	13.18
11 – 20 year	75	34.09
21 – 30 year	50	22.73
> 30 year	66	30.00
Total	220	

Source : Primary Data

Based on gender status, the majority of respondents were dominated by women, amounting to 79.55%. It can be concluded that the profession as a teacher is more attractive to women. According to the age of respondents aged 46 to more than 55 years, 69.09%. This means that the research respondents are classified as elderly. From the results of the respondent's data, it can be seen that the level of education of 85% has a bachelor's degree. Meanwhile, from the rank group, most of them have category III C and IV A. Meanwhile, based on the service period of more than 21 years, it is 52.73%, meaning that the respondents in carrying out their profession are experienced.

3.1.1. Validity dan Reliability Test

In order to obtain valid and reliable data, the validity of the research instrument was tested through validity and reliability tests. The following results of the validity test are shown in the Table. 5 following:

Table. 5
Work Spirit Validity Test Results

Research variable	Corrected Item total Corelation	Cut Off	Conclusion
Spirit at work	0.578- 0.646	> 0.364	Valid
Quality of Work Life (QWL)	0.698-0.596	> 0.364	Valid
Job satisfaction	0.492-0.585	> 0.364	Valid
Organizational Citizenship Behavior (OCB)	0.458-0.431	> 0.364	Valid
Transformational leadership	0.799-0.739	> 0.364	Valid
Organizational Support Perception	0.654-0.749	> 0.364	Valid

Source : Primary Data

Based on the results of the validity test conducted on the research instrument, it was found that all of the variables tested in the study were valid. Shown by the results of the Corrected Item total Correlation > 0.364. Furthermore, the reliability test was carried out in order to obtain the results that the questionnaire used to obtain the data was tested for reliability. The following reliability test results can be seen in the Table. 6 below;

Table. 6
Reliability Test Results

Research variable	Cronbach's Alpha	Cut Off	Conclusion
Spirit at work	0.888	≥ 0.70	Reliable
Quality of Work Life (QWL)	0.889	≥ 0.70	Reliable
Job satisfaction	0.905	≥ 0.70	Reliable
Organizational Citizenship Behavior (OCB)	0.786	≥ 0.70	Reliable
Transformational leadership	0.919	≥ 0.70	Reliable
Organizational Support Perception	0.888	≥ 0.70	Reliable

Source : Primary Data

Based on the results of the reliability test carried out that all the variables tested in the instrument were reliable, it was indicated by the value of Cronbach's Alpha 0.70. Thus it can be concluded that the research instrument used is reliable.

Furthermore, to classify respondents' answers from each of the choices determined, the Total Respondent Achievement (TCR) is used, with the criteria according to Sugiyono (2010) as follows:

Table. 7
Classification of Respondents' Achievement Levels

Respondent's Level of Achievement (%)	Category
90-100	Very good
80-90	Well
65-79	Enough
55-64	Not good
0-54	Not good

Source : Sugiyono (2010 :78)

The next stage, the questionnaires that have been answered by the respondents are processed and grouped according to their respective categories. For the six observed variables, the TCR results are obtained as follows:

Table. 8
Descriptive Results of Respondents' Answers for each Variable

Research variable	N	Highest			Lowest		
		Average Score	TCR (%)	Category	Average Score	TCR (%)	Category
Spirit at work	220	4.63	92.20	Very good	3.61	71.78	Enough
Quality of Work Life (QWL)	220	4.06	80.90	Well	3.39	67.43	Enough
Job satisfaction	220	4.41	87.92	Well	3.70	73.09	Enough
Organizational Citizenship Behavior (OCB)	220	4.70	93.14	Very good	3.62	71.85	Enough
Transformational leadership	220	4.78	81.90	Well	3.60	70.53	Enough
Organizational Support Perception	220	4.80	88.91	Well	3.63	69.23	Enough

Source : Primary Data

Based on Table 8, the highest average value of Work Morale is 4.63 with an achievement level of 92.20% in the very good category. This provides input for increasing high employee morale by taking into account various factors that support increased morale. While the lowest average value lies in the statement of 3.61 with a respondent's level of achievement of 71.78% in the sufficient category. This indicates that work morale will increase if the supporting factors are high.

Based on Table 8, it can be seen that the average value for the 12 statements of Quality of Work Life, the highest average value of 4.06 with an achievement level of 80.90% which is located in statement 10 is in the good category. This shows that employees always try to complete work with a sense of responsibility. While the lowest average value lies in the statement of 3.39 with a respondent's level of achievement of 67.43% being in the sufficient category. This gives an indication in statement 2 that the teacher must be able to create a sense of comfort in the work as well as when providing the best service for students.

Based on Table 8 the highest average value is 4.70 with an achievement level of 93.14% in the very good category. This provides input for improving Organizational Citizenship Behavior (OCB) which respects and has high solidarity between fellow employees. While the lowest average value is in the statement of 3.39 with the respondent's level of achievement of 71.85% being in the sufficient category. This gives an indication that a sense of togetherness, high solidarity also affects the spirit of teachers to work better.

Based on Table 8, it can be seen that the average value for the 13 statements of Transformational Leadership, the highest average value is 4.78 with an achievement level of 81.90% which lies in statement 11 in the good category. This strongly agrees that good leadership will encourage subordinates to work hard and achieve achievements. While the lowest average value lies in the statement of 3.60 with a respondent's level of achievement of 70.53% being in the sufficient category. This gives an indication that nurturing leadership, being a role model, can provide the best example for subordinates so that teacher morale increases.

Based on Table. 8 can be seen the average value for the 14 statements of Organizational Support Perception, the highest average value is 4.80 with an achievement level of 88.91% which lies in statement 10 in the good category. This indicates that the full support of the institution to make employees more enthusiastic at work. While the lowest average value lies in the statement of 3.63 with a respondent's level of achievement of 69.23% being in the sufficient category. This gives an indication that employees are less enthusiastic in working so that responsibilities are often neglected.

3.2. Classic assumption test
3.2.1. Normality test

The normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution. Normality testing aims to determine the diversity of data that supports each research variable used. When the diversity of data formed is relatively constant, it shows data that supports normally distributed variables (Ghozali and Latan, 2015). Normality testing was carried out using the One Sample Kolmogorov Smirnov Test. Normality test can be done with the One-Sample Kolmogrove Smirnov Test. The results can be seen in the Table. 9 following:

Tabel. 9
Normality Test Result

Research variable	Asymp Sig (2-tailed)	Cut Off	Conclusion
Spirit at work	0.112	0.05	Normal
Quality of Work Life (QWL)	0.565	0.05	Normal
Job satisfaction	0.421	0.05	Normal
Organizational Citizenship Behavior (OCB)	0.091	0.05	Normal
Transformational leadership	0.083	0.05	Normal
Organizational Support Perception	0.643	0.05	Normal

Source : Primary Data

From the results of the normality test using the Kolomogrov Smirnov method, the significance results of the normality test are known to have a significant value of 0.060 > 0.05. So it can be concluded that the residual value test is normally distributed. Basis for decision making: if the significance value > 0.05 then the residual value is normally distributed. If the significant value is < 0.05, then the residual value is not normally distributed. Data is said to be normally distributed if Asymp. Sig > alpha (Ghozali, 2016). Basis for decision making: if the significance value > 0.05 then the residual value is normally distributed. If the significant value is < 0.05, then the residual value is not normally distributed. Data is said to be normally distributed if Asymp. Sig > alpha (Ghozali, 2016). In accordance with the results of the normality test that has been carried out, it is known that all research variables used have an asymp sig (2-tailed) > 0.05 so it can be concluded that each research variable used has a normal distribution.

3.2.2. Multicollinearity Test

Uji Multikolinearitas bertujuan untuk menguji apakah dalam aplikasi model regresi dalam penelitian ditemukan adanya korelasi antar variabel bebas. Hasil Uji multikolinearitas dapat dilihat pada Tabel 10 berikut :

Tabel. 10
Multicollinearity Test Result

Research variable	Tolerance	VIF	Conclusion
Quality of Work Life (QWL)	0.248	4.034	Not occur
Job satisfaction	0.429	2.333	Not occur
Organizational Citizenship Behavior (OCB)	0.395	2.529	Not occur

|			
Transformational leadership	0.419	2.385	Not occur
Organizational Support Perception	0.368	2.718	Not occur

Source : Primary Data

From the calculation results in the table of multicollinearity test results, the independent variables are; Quality of Work Life (QWL) (X1) shows a VIF value of 4.043 < 10,000, Job Satisfaction (X2) shows a VIF value of 2,333 < 10,000, Organizational citizenship behavior (OCB) (X3), shows a VIF value of 2.529 < 10,000, Transformational Leadership (X4) shows a VIF value of 2,385 < 10,000 Perceived Organizational Support (X5) shows a VIF value of 2,718 < 10,000. And the variable Quality of Work Life (QWL) (X1) shows a tolerance value of 4.043 > 0.100, Job Satisfaction (X2) shows a tolerance value of 2.333 > 0.100, Organizational Citizenship Behavior (OCB) (X3), shows a tolerance value of 2.529 > 0.100, Transformational Leadership (X4) shows a tolerance value of 2.385 > 0.100, Perception of Organizational Support (X5) shows a tolerance value of 2.718 > 0.100.

3.2.3. Heteroscedasticity Test

Pengujian heteroskedastisitas dilakukan untuk untuk menguji apakah dalam model regresi terjadi ketidaksamaan variance dari residual satu pengamatan ke pengamatan lain atau pola keragaman data yang mendukung masing-masing variabel. Ketika pola sebaran data relatif konstan menunjukan tidak terjadi gejala heteroskedastisitas. Pengujian heteroskedastisitas dilakukan dengan menggunakan scuttterplot. Berdasarkan hasil pengolahan yang telah dilakukan diperoleh ringkasan hasil terlihat pada Gambar 1 dibawah ini:

Gambar. 1
Heteroscedasticity Test Result Scutterplot
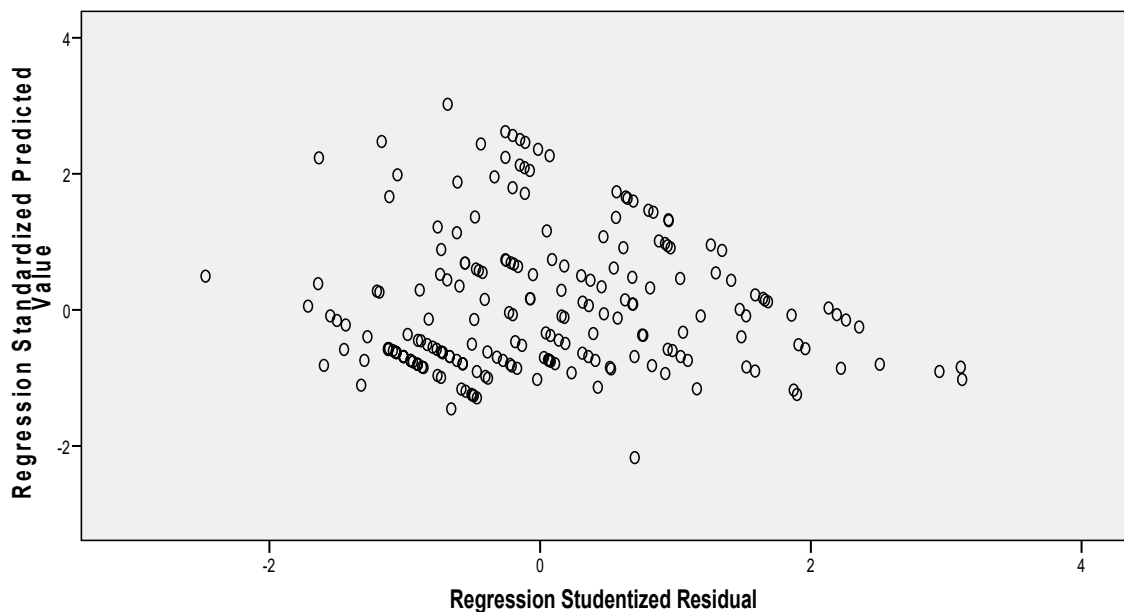
Source : Primary Data

In Figure 1, it can be seen that the distribution of the variance points that make up each of the research variables used is spread out, although slightly piled up but has not formed a clear pattern. Thus, all research variables used are free from heteroscedasticity symptoms. Therefore, further data processing steps can be carried out immediately.

3.3. Multple Linier regression

3.3.3. T Test(Partial)

Uji ini digunakan untuk melihat signifikan variabel independen mempengaruhi variabel dependen secara individu atau parsial yang diambil dari matrik nilai t_{hitung} dan nilai signifikansi. Hasil uji T dapat dilihat pada Tabel. 11 berikut :

Tabel. 11
T TEST (PARTIAL)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.537	2.935		4.613	.000
	Quality of Work Life (QWL)	.588	.127	.470	4.636	.000
	Job satisfaction	.153	.056	.213	2.762	.006
	Organizational Citizenship Behavior (OCB)	.281	.082	.276	3.473	.001
	Transformational leadership	.169	.096	.137	1.761	.080
	Organizational Support Perception	.231	.110	.174	2.094	.037
Independent Variable : Spirit at work						

Source : Primary Data

In accordance with the summary of the results of the first sub-structure hypothesis testing, it can be seen that each research variable used has a regression coefficient that can be made into a multiple regression equation model, namely:

$$Y = 13.537 + 0.588X_1 + 0.153X_2 + 0.291X_3 + 0.169X_4 + 0.231X_5$$

In the regression equation model, the constant value is 13,547. The coefficient value shows that when it is assumed that there is no change, the variables of Quality of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support, then the Work Spirit of Elementary School level teachers in the Education and Culture Office of Padang Pariaman Regency is a constant which is 13,547 units. Thus, it can be concluded that without the existence of the independent variables used in this study, the morale of elementary school teachers in the Education and Culture Office of Padang Pariaman Regency remained relatively high.

At the stage of testing the first hypothesis, it is known that the Quality of Work Life variable has a positive regression coefficient of 0.588. The value of the coefficient can be interpreted when it is assumed that an increase in the Quality of Teacher's Work Life will increase Work Morale by 0.588 units. Assuming factors other than Quality of Work Life are considered constant or constant. This statement is proven by the value of sig 0.000. The data processing is done by using an error rate of 5%. The results obtained show the value of sig 0.008 < 0.05. So the decision is that Ho is rejected and H1 is accepted so that it can be concluded that the Quality of Work Life has a positive and significant effect on the Work Spirit of Elementary School level teachers in the Education and Culture Office of Padang Pariaman Regency.

Teachers feel that the quality of their work life is getting higher, marked by increased positions, responsibilities, authority and rewards received. In addition, a high quality of work life will be a driving force for teachers to take care of promotions. The increasing enthusiasm of teachers to take care of promotions can be seen from the good cooperation with fellow teachers or school principals. Cooperation is carried out in file management, dedication to making research journals. With a strong determination to continue to improve the quality of his work life, a teacher will be passionate about developing his career to reach the highest peak. Therefore, the quality of work life has a positive effect on teacher morale, especially for elementary school teachers in the Education and Culture Office of Padang Pariaman Regency. This is in accordance with Robbins and Judge, (2012) revealing that Quality of Work Life is a condition where employees can meet their important needs at work. Quality of Work Life is related to the value of feelings felt by employees in connection with the career journey that they go through during work. The results of research conducted by Rishipal, (2016); Teryima and Faajir, (2018) found that the quality of work of life has a positive effect on employee morale. Consistent research results obtained by Terry, (2015) found that the higher the quality of work life felt by an employee, the higher the morale of the employee.

In the regression model, it is known that the Job Satisfaction variable has a positive regression coefficient of 0.157. The value of the coefficient can be interpreted when it is assumed that an increase in the level of teacher job satisfaction by one unit will encourage an increase in the enthusiasm of elementary school teachers to apply for a promotion of 0.157 units. This statement is proven by the value of sig 0.006. The

standard error used is 5%. The results obtained show the value of sig 0.006 < 0.05. So the decision is that Ho is rejected and H2 is accepted so that it can be concluded that job satisfaction has a positive and significant effect on the work spirit of elementary school teachers in the Education and Culture Office of Padang Pariaman Regency.

According to Indrajaya, (2018), the satisfaction felt at work is the main factor that triggers the increase in employee morale. In addition, Nufrizal, Sumarsono, and Harsono, (2020) found that job satisfaction has a positive and significant influence on employee morale. Furthermore, the results of research conducted by Jayanti, (2020) revealed that the higher the value of satisfaction felt by an employee, the stronger the spirit he has in carrying out his duties and responsibilities.

In line with Wibowo, (2017) that job satisfaction is a factor that affects employee morale. Job satisfaction shows the feeling of joy that employees feel when all their hopes or desires are fulfilled, such as satisfaction with salary, satisfaction with career paths, satisfaction with coworkers, and superiors to satisfaction with the work itself. According to Indrajaya, (2018) job satisfaction is the main factor triggering the increase in employee morale. In addition, Nufrizal, Sumarsono, and Harsono, (2020) found that job satisfaction has a positive and significant effect on work morale. Furthermore, Jayanti, (2020) revealed that the higher the value of satisfaction felt by an employee, the stronger the spirit he has in carrying out his duties and responsibilities.

At the stage of testing the third hypothesis using the Organizational Citizenship Behavior (OCB) variable, the regression coefficient value is positive at 0.281. This coefficient value can be interpreted when it is assumed that there is an increase in the implementation of Organizational Citizenship Behavior (OCB) by one unit, then the tendency of teacher morale will increase by 1 unit. 0.281 units assuming factors other than Organizational Citizenship Behavior (OCB) are considered constant or constant. The results obtained were statistically reinforced with a sig value of 0.001. The data processing is done by using an error rate of 5%. Thus the value of sig 0.001 < 0.05, the decision is Ho is rejected and H¬3 is accepted so that it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the morale of elementary school teachers in the Education and Culture Office of Padang Pariaman Regency.

In addition to work morale, it will increase when the value of Organizational Citizenship Behavior (OCB) in the organization is getting stronger. According to Gibson, et al., (2015) Organizational Citizenship Behavior (OCB) is the awareness of every employee to carry out their duties and responsibilities within the organization and develop a cooperative attitude and willingness to comply with all regulations within the company. The results of research by Noviyanti, (2015) found that the implementation of organizational citizenship behavior (OCB) has a positive effect on employee morale. Other supporting findings were also obtained by Arianto, (2012) who found that one of the causes of low employee morale at work was the weak value of organizational citizenship behavior (OCB), then the results of research conducted by Wibisono, (2015) which found that the higher the implementation organizational citizenship behavior (OCB) will encourage increased employee morale in an organization.

According to the results of statistical testing, it is known that the Transformational Leadership variable has a positive regression coefficient of 0.169. The value of the coefficient can be interpreted when it is assumed that an increase in the implementation of the value of Transformational Leadership on teachers in each school where they work will encourage an increase in teacher morale by 0.169 units. Assuming factors other than Transformational Leadership are considered constant. This statement is evidenced by a sig value of 0.089. The data processing is carried out using an error rate of 0.05. The results obtained show the value of sig 0.080 > 0.05. So the decision is Ho is accepted and H4 is rejected so it can be concluded that Transformational Leadership has no positive effect on against the work spirit of elementary school level teachers in the Department of Education and Culture of Padang Pariaman Regency. When viewed from what was expressed by Wibowo (2016) that leadership is defined as a person's ability to be able to influence others, through communication either directly or indirectly with the intention of moving these people so that they are fully understanding, aware and willing to follow . Piartini (2018); Apriyeni (2021) shows the results that leadership has a positive and significant effect on employee performance, while the results of this study are not in line with the study. According to Luthans, (2017) Transformational leadership is leadership that makes leaders as figures who can inspire or motivate their subordinates so that they become more enthusiastic in carrying out their duties and responsibilities. Leaders have good relationships with subordinates, so that solid cooperation is established and encourages the formation of work spirit within employees.

At the stage of testing the fifth hypothesis using the Organizational Support Perception variable, it has a positive regression coefficient of 0.231. The value of the coefficient can be interpreted when it is assumed that an increase in the value of Perception of Organizational Support for teachers in each school where they work will encourage an increase in teacher work morale by 0.231 units. Assuming other factors besides Perception of Organizational Support are considered constant or constant. This statement is evidenced by a sig value of 0.089. The data processing is done by using an error rate of 5%. The results obtained show the value of sig 0.037 > 0.05. So the decision is that Ho is rejected and H4 is accepted so that it can be concluded that the perception of

organizational support has a positive effect on the morale of elementary school teachers in the Education and Culture Office of Padang Pariaman Regency. The results of research conducted by Chinomona, (2012) revealed that perceptions of organizational support will encourage increased employee morale, in addition to the results of research obtained by Chiniara and Bentein, (2018) found that perceptions of organizational support have a positive effect on employee morale. , further research results obtained by Caesens, Stinglhamber, Demoulin, and De Wilde, (2017) found that a stronger perception of organizational support creates higher morale in each employee.

3.3.2. F Test (Simultaneous)

The F test was conducted to determine how far the independent variables together influence the dependent variable. The results of the F test can be seen in the following table;

Table. 12
F Test (Simultaneous)

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1544.975	5	308.995	35.772	.000[a]
	Residual	1851.111	214	8.650		
	Total	3396.086	219			
a. Dependent Variable: Spirit of work						
b. Predictors: (Constant), Quality of Work Life (QWL), Job satisfaction, *Organizational Citizenship Behavior (OCB)*, Transformational leadership, Organizational Support Perception						

Source : Primary Data, 2020

Berdasarkan hasil pengujian F-statistik diperoleh nilai sig sebesar 0.000. Pada standar error 5%. Maka keptusannya adalah Ho ditolak dan Ha diterima sehingga dapat disimpulkan bahwa Kualitas Kehidupan Kerja, kepuasan kerja, *Organizational Citizenship Behavior (OCB)*, Kepemimpinan Transformasional dan Persepsi Dukungan Organisasi secara simultan berpengaruh signifikan terhadap Semangat Kerja guru tingkat Sekolah Dasar di lingkungan Dinas Pendidikan dan Kebudayaan Kabupaten Padang Pariaman.

Based on the results of the F-statistics test, the sig value is 0.000. At 5% standard error. So the decision is that Ho is rejected and Ha is accepted so that it can be concluded that Quality of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support simultaneously have a significant effect on the morale of elementary school teachers within the Department of Education and Culture of Padang Pariaman Regency.

3.3.3. Determinative Coefficient Test (R²)

Koefisien determinasi (R²) pada intinya mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel dependen. Nilai koefisien determinasi adalah antara nol dan satu. Nilai R² yang kecil berarti kemampuan variabel-variabel independen memberikan hampir semua informasi yang dibutuhkan untuk memprediksi variasi variabel dependen (Ghozali, 2013: 97). Hasil uji koefisien determinasi (R²) dalam penelitian ini tersaji pada tabel berikut:

Tabel. 13
Determinative Coefficient Test(R²)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	0.755	0.742	2.941
a. Predictors: (Constant), Predictors: (Constant), Quality of Work Life (QWL), Job satisfaction, *Organizational Citizenship Behavior (OCB),* Transformational leadership, Organizational Support Perception				
b. Dependent Variable: Spirit of Work				

Source : Primary Data, 2020

Based on the results of data processing, the coefficient of determination is 0.755, the coefficient value shows that the variables of Quality of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support are able to influence changes in the work spirit of elementary school teachers in the Department of Education and Culture Padang Pariaman Regency is 0.755 or 75.50% while the remaining 24.50% is influenced by other variables that are not used in the current study.

IV. CONCLUSION

1. Quality of Work Life has a positive and significant effect on teacher work morale. A comfortable feeling, a calm mood contributes greatly to the work results to be achieved.
2. Job Satisfaction has a positive and significant effect on teacher work morale. The teacher sees work as something that must be done as well as possible.
3. Organizational Citizenship Behavior (OCB) has a positive and insignificant effect on teacher work spirit. Good cooperation among colleagues creates a work spirit that supports the achievement of the expected goals.
4. Transformational leadership has a positive and insignificant effect on teacher work morale. Leaders must be able to set an example and protect their subordinates well. When a leader cannot provide a good example, the organization will not run as it should so that the results of the study show that it is not significant.
5. Perception of Organizational Support has a positive and significant effect on teacher work morale.
6. Quality of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB), Transformational Leadership and Perception of Organizational Support simultaneously have a significant effect on the morale of elementary school teachers in the Education Office of Padang Pariaman Regency. The crucial best alternative becomes an aspect that must be prioritized among the variables studied.

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