

## Original Research Article

## Organizational Performance Study: Evaluation of Work Motivation as Mediation with Antecedents Organizational Citizenship Behaviour Aspects

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**Abstract:** The purpose of this study is to analyze and explain the effect of Organizational Citizenship Behavior (OCB) toward Organizational Performance and examines work motivation as a mediating variable. Research respondents are employees who are permanent government employees and contract employees. The research location is in a sub-district office in Pasuruan, Indonesia. A total of 108 respondents became the sample of this study. The analysis technique is descriptive, and linear regression to confirm a structural equation model which is built. The quantitative approach was chosen to explain the influence between research variables. Collecting data using a questionnaire. The results of this study found that Organizational Citizenship Behavior was able to improve organizational performance, especially aspects of service to the community so that it had an impact on improving organizational performance. In addition, work motivation can be a work view for employees who carry out Organizational Citizenship Behavior to achieve organizational performance.

**Keywords:** Organizational Citizenship Behavior, Work Motivation, Organizational Performance.

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### I. INTRODUCTION

Gray village employees are required to be able to provide excellent service with behavior that becomes a Positive Work Culture to trigger the motivation of other employees to take an active role in Government Administration so that Organizational Performance becomes optimal, as the organization's motto is "Friendly, Easy, and Appropriate Service", and Vision, namely "The Realization of Easy Services, Targeted Development, and Improvement of Community Welfare", and the contents of the Mission are as follows, 1). Improving the Quality of Public Services based on the principles of Transparency and Equality and Increasing Public Service Innovation, 2). Realizing Participatory-based Development Community, 3). Improving Community Welfare evenly through good interaction between Government, Private, and Community.

For the realization of the Vision and Mission, all members in the urban village office as the Implementing Unit of the Regional Apparatus Organization, of course, need to improve Optimal Performance, which in this case can be observed in the workload of each unit, with a coverage area of 7.83 km<sup>2</sup>. Especially in the current state of the COVID-19 pandemic, all the implementation of existing health protocols will certainly affect the rhythm of

Organizational Performance. Therefore, the implementation of Organizational Citizenship Behavior (OCB) is interesting to study more deeply.

The issue of Human Resources (HR) has always been central in the development of organizations (Yanti et al., 2019). Regarding the phenomenon of Organizational Performance, researchers are interested in conducting research and want to prove whether a high level of Organizational Citizenship Behavior will result in high Organizational Performance, taking into account aspects such as Work Motivation. The wide area coverage and a limited number of employees are obstacles. Community services with high Organizational Citizenship Behavior can be carried out intensively and the tendency of some employees, especially those on staff with contract status, to feel less motivated.

According to Mangkunegara (2017) motivation is an encouragement in employees to mobilize their abilities to achieve goals, Robbin and Judge (2015) state motivation as a process that explains strength, direction, and perseverance in achieving goals. Work motivation can spur employees to work hard to improve the achievement of agency goals. The indicator of motivation in this study uses indicators from Alderfer (1972) which formulate three needs from human

behavior, namely Existence, Relatedness, Growth. The role of work motivation is very important because motivation is related to organizational performance, if the work motivation of employees is high, then organizational performance is also high. Conversely, if the work motivation of employees is low, the organizational performance is also low. The results of research by Ainanur et al., (2018), Imelda et al., (2019) prove that motivation affects organizational performance.

The results of research by Komalasari et al., (2009), Gunawan (2009), Fadhilah (2016), Haqq (2016) prove that Organizational Citizenship Behavior affects Organizational Performance. Organizational Citizenship Behavior can also increase work motivation. Implementation of Organizational Citizenship Behavior carried out by Urban village employees can foster work motivation. Organizational Citizenship Behavior plays a major role in achieving the success of the institution. Therefore, Organizational Citizenship Behavior is needed to motivate employees to complete the work as determined by the agency and improve Organizational Performance. (Organ et al., 2014), (Mahendra et al., 2017) prove that Organizational Citizenship Behavior affects motivation.

Then the research hypothesis can be formulated:

H1. Organizational Citizenship Behavior has a direct effect on organizational performance

H2. Work motivation can mediate Organizational Citizenship Behavior on organizational performance.

Based on a study of the relationship between Organizational Citizenship Behavior and Organizational Performance and Work Motivation, the function of Organizational Citizenship Behavior is fundamental in controlling work at a high level of mobility. Therefore, is it true that Organizational Citizenship Behavior by considering Work Motivation is a good human resource management strategy to Improve Organizational Performance? In this study, build a structural equation model to answer the problem to be studied.

Paying attention to the phenomenon that occurs that organizational performance targets are influenced by Organizational Citizenship Behavior

through Work Motivation, which means that the better the implementation of Organizational Citizenship Behavior can motivate employees to complete work quickly and precisely so that Organizational Performance can realize its vision, mission, and goals.

## II. LITERATURE REVIEW

### 2.1 Organizational Performance

According to Komalasari et al., (2009). Organizational performance is an important construct in management research that shows a measure of the success of an organization or company. Performance according to Mulyadi (2005), is the periodic determination of the operational effectiveness of the organization, the organization, and its employees based on predetermined targets, standards, and criteria. Improved organizational performance affects the success of an organization in achieving organizational goals while realizing the vision and mission as the goals of the local government.

### 2.2 Organizational Citizenship Behaviour

Organ (1988) suggests that OCB is individual discretionary behavior, which is indirectly or explicitly recognized by the formal reward system, and overall encourages the organization to run effectively. Organizational Citizenship Behavior according to Robbins and Judge (2015) is a preferred behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization.

### 2.3 Motivation

Robbins and Judge (2015) define motivation as a process that describes the strength, direction, and persistence in achieving goals. Work motivation according to Mangkunegara (2017) is a process that explains the strength, direction, and persistence in achieving goals.

### 2.4 Research Concept Framework

Figure 1 explains that work motivation is a mediation between organizational citizenship behavior and organizational performance and explains the impact of direct influence between organizational citizenship behavior and organizational performance.

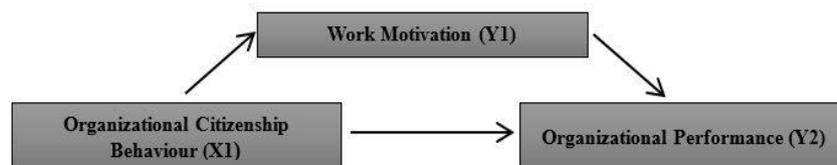


Figure 1: Structural Equation Modeling

### III. RESEARCH METHODS

#### 3.1 Research design

This research design is quantitative with two research hypotheses. Description analysis is used to explain the description of each variable and indicator studied and multiple linear regression analysis is used to determine the effect between the variables tested. Questionnaires were used to collect primary data. Respondents only chose five answers according to the Likert scale in choice 1 indicating an attitude of "strongly disagree", Choice 2 indicates "disagree", 3 is neutral, Choice 4 is "agree" and Choice 5 is indicating an attitude of "strongly agree".

#### 3.2 Population and Sample

The study was conducted in the period 09 November 2020 to 17 November 2020. The research respondents were all permanent and non-permanent employees who worked in the urban village office in the city of Pasuruan, Indonesia with a total of 174

people. The Slovin formula was used to determine the sample so that a sample of 108 respondents was obtained. The sampling technique used is simple random sampling with the consideration that every employee has the same opportunity to answer the research questionnaire.

#### 3.3 Variables and Indicators

Organizational Citizenship Behavior is measured by five indicators, namely altruism control, civic virtue control, conscientiousness control, courtesy control, and sportsmanship control. Work motivation is measured by three indicators, namely the need for existence, the need for relatedness, and the need for growth. While Organizational Performance is measured by two indicators, namely the ability of employees, work environment. The structure of variables, indicators, and the number of research instruments is presented in Table 1.

**Table 1: Variables, indicators, and research instruments**

Variables and Indicators	Number of instruments
Organizational Citizenship Behaviour (X <sub>1</sub> )	
Altruism control (X <sub>1.1</sub> )	3
Conscientiousness control (X <sub>1.2</sub> )	3
Sportsmanship control (X <sub>1.3</sub> )	3
Courtesy control (X <sub>1.4</sub> )	2
Civic virtue control (X <sub>1.5</sub> )	2
Work motivation (Y <sub>1</sub> )	
Need for existence (Y <sub>1.1</sub> )	3
Relatedness needs (Y <sub>1.2</sub> )	3
Growth needs (Y <sub>1.3</sub> )	3
Organizational Performance (Y <sub>2</sub> )	
Employee ability (Y <sub>2.1</sub> )	2
Work environment (Y <sub>2.2</sub> )	2
Total	26

### IV. Research Result

#### 4.1 Respondent Profile

An urban village organization is an organization of regional apparatus that carries out the affairs of the Regional Government in the field of implementing service activities, Empowerment, and Community Welfare, including the fields of government, administrative and public services, the field of empowerment, and community institutions, the field of community empowerment, facilities, and

infrastructure. Researchers measure respondents' perceptions of organizational citizenship behavior and work motivation as mediating variables and organizational performance variables. Questionnaires were used to collect primary data. Respondents' answers as many as 108 copies have been collected well. Each sheet of the questionnaire was carefully examined on the respondent's answers. Table-2 presents a summary of the profiles of the respondents studied.

**Table-2: Profile of Respondents**

Ages	%	Level of education	%
20 – 30 years old	9,3	Postgraduate	7,4
31 – 40 years old	31,5	Bachelor	29,7
41 – 50 years old	40,7	Diploma	4,6
51 – 58 years old	18,5	Highschool	53,7
Gender	%	Midle scholl	4,6
Male	52,8		
Female	47,2		

Table 2 shows the age of the majority of respondents in the range of 41 to 50 years, followed by the age range of 31 to 40 years. This age range is called the productive age. Most of the employees graduated from high school. There are more male respondents than females.

**4.2. Analysis Results Description**

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are three variables, 11 indicators, and a total instrument

of 26 items. The results of the validity and reliability testing for 26 items proved valid, as evidenced by the probability value for each instrument not exceeding the 5% error rate, meaning that the respondents understood the meaning of the measurements in the questionnaire. The results of the research instrument reliability test showed a good level of reliability as evidenced by the Cronbach alpha value not exceeding the r table value (0.187). The results of the descriptive analysis are shown in Table 3.

**Table 3: Analysis of research variables and indicators descriptions**

Variables and Indicators	r. validity	mean	Chronbach's Alpha
Organizational Citizenship Behaviour (X <sub>1</sub> )	1	4,36	0,897
Altruism control (X <sub>1,1</sub> )	0,533	4,41	
Conscientiousness control (X <sub>1,2</sub> )	0,763	4,34	
Sportsmanship control (X <sub>1,3</sub> )	0,694	4,32	
Courtesy control (X <sub>1,4</sub> )	0,724	4,48	
Civic virtue control (X <sub>1,5</sub> )	0,677	4,27	0,884
Work motivation (Y <sub>1</sub> )	1	4,49	
Need for existence (Y <sub>1,1</sub> )	0,713	4,45	
Relatedness needs (Y <sub>1,2</sub> )	0,776	4,54	
Growth needs (Y <sub>1,3</sub> )	0,665	4,49	0,674
Organizational Performance (Y <sub>2</sub> )	1	4,57	
Employee ability (Y <sub>2,1</sub> )	0,601	4,50	
Work environment (Y <sub>2,2</sub> )	0,623	4,64	

The description of respondents' perceptions can be analyzed from the average value generated by the indicators studied. The indicator that best describes organizational citizenship behavior is that respondents tend to strongly agree about courtesy, namely that services to the community are carried out in a friendly manner. The indicator that best describes work motivation is showing that respondents tend to strongly agree that work motivation is formed by the needs of existence, relatedness, and growth. The main thing that supports work motivation, namely the need for relatedness, is reflected in good socialization among coworkers, and growth indicators are reflected by superiors always giving praise when work is completed on time. The indicator that best describes the organizational performance, namely respondents tend to

strongly agree that the main thing that can improve organizational performance, namely the work environment, is reflected in the respondents' answers, namely the items of office facilities and infrastructure are adequate.

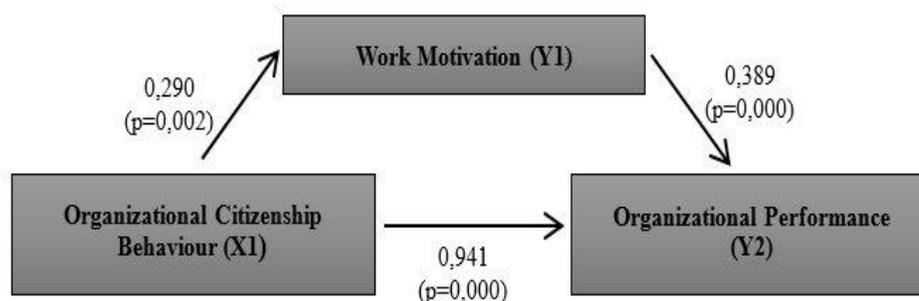
**4.3. Results of linear regression analysis**

The structural equation model is built by doing regression twice, with the regression model equation as follows:

The first multiple linear regression model:  $Y_1 = 0.290 X_1 + e_1$

Second multiple linear regression model:  $Y_2 = 0.941 X_1 + 0.389 Y_1 + e_2$

The results of the structural equation model are presented in Figure 2. below:



**Gambar 2: Result of Structral Equation Modeling**

There are three regression coefficients in the structural equation model above. All paths in the structural equation model above show a significant effect. OCB has a significant direct effect on organizational performance and work motivation. Work

motivation affects organizational performance. This path analysis shows that work motivation can mediate the OCB variable on organizational performance. The results of the path analysis evaluation are presented in Table 4.

**Table 4: Path Analysis Results**

Path of variable	Direct effect	Indirect effect	Total Effect	Result
Organizational citizenship behavior toward Work Motivation.	0,290 (p=0,002)	-	-	Significant
Organizational citizenship behavior toward Organizational performance.	0,941 (p=0,000)	-	-	H1-accepted
Work motivation toward Organizational performance.	0,389 (p=0,000)	-	-	Significant
Work motivation mediates Organizational citizenship behavior toward organizational performance.	0,941 (p=0,000)	0,290 X 0,389= 0,112	1,053	H2-accepted

## V. DISCUSSION

Organizational citizenship behavior affects work motivation, the results of descriptive statistics show that organizational citizenship behavior is formed by indicators of Altruism, Conscientiousness, Sportsmanship, Courtesy, Civicvirtue. The biggest contribution that drives Organizational Citizenship Behavior is the Courtesy indicator where services to the community are carried out in a friendly manner. Work Motivation is formed by the indicators of Existence, Relatedness, Growth with the biggest contribution that drives Work Motivation is the indicator of Relatedness and Growth which is reflected in good socialization between co-workers and superiors who give praise when the task is completed on time. The results of this study are in line with Mayasari *et al.*, (2014) and Mahendra *et al.*, (2017) which state that organizational citizenship behavior has a positive and significant effect on work motivation.

Organizational citizenship behavior has an effect on organizational performance, which means that if Organizational Citizenship Behavior can be implemented properly by Urban Village Employees, it can increase Organizational Performance to the maximum, especially in community services and the Performance Accountability System for Government Agencies. (Lubis 2016), (Andayani *et al.*, 2019) stated that Organizational Citizenship Behavior has a significant effect on organizational performance.

Work motivation affects organizational performance, where the need for relatedness and growth has the largest contribution to improving organizational performance, this is reflected in the good socialization between coworkers and superiors who give praise when work is completed on time. Employees with a high level of motivation will have the desire to work more optimally because they will feel satisfied when the agreed performance targets are achieved. (Ainanur *et*

*al.*, 2018), stated that work motivation affects organizational performance.

Confirmation of organizational citizenship behavior affects organizational performance through work motivation, that organizational citizenship behavior has a positive effect on organizational performance mediated by work motivation, but the mediation effect is weak seen from the path analysis results. Organizational citizenship behavior is applied so that the implementation of tasks can be carried out optimally even in conditions full of uncertainty such as the current pandemic. Employees carry out services in a friendly manner so that they can improve organizational performance so that organizational targets and goals are optimally achieved following applicable regulations. As with the motivational factor of Maslow (1943), where self-esteem and recognition are not well supported through career paths that increase when experiencing certain achievements, so that even though no need is fully met, substantially it will no longer cause motivation. Likewise with Alderfer (1972) which states in the theory of ERG (Existence, Relatedness, Growth) or what is known as the frustration regression principle, which is when a person's higher needs are not met, then a person may turn to look for lower needs, which means when a person does not get the opportunity for growth in his career, his motivation will decrease and cause them to feel frustrated so that organizational performance becomes ineffective.

The results of this study are in line with the research of Haqq (2016) which proves that Organizational Citizenship Behavior affects employee performance and work motivation. However, work motivation as an intervening variable cannot mediate the influence between organizational culture and organizational performance.

Confirmation of this hypothesis proposes Organizational Citizenship Behavior which is more

emphasized because employees become more maximal in carrying out their duties and are motivated to take responsibility for improving organizational performance to achieve organizational goals, to improve the quality and quantity of performance.

## VI. CONCLUSIONS AND RECOMMENDATIONS

The results show that Organizational Citizenship Behavior on courtesy control is the main thing, with friendly service to the community. Motivation is supported by the need for Relatedness and Growth, namely by good socialization between colleagues and superiors who give praise when the task is completed on time. Organizational performance is shaped by the ability of employees and the work environment. The work environment makes the main thing with the existence of adequate office facilities and infrastructure, so employees can work optimally. Organizational Citizenship Behavior can motivate employees to complete work quickly and accurately. Organizational performance can be improved if Organizational Citizenship Behavior is carried out effectively to motivate employees in completing work according to procedures and achieving performance targets. Work motivation as a mediating variable can be concluded that is still not effective enough in mediating the influence between organizational culture and organizational performance. For further researchers, it is recommended to add variables other than the variables that have been used in this study, so that they can be predicted to affect organizational performance, such as leadership and quality of work of life.

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