

## **The Effect Of Work Motivation On Performance With Organizational Citizenship Behavior As Intervening Variable**

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**ABSTRACT :** *This research is conducted to know the effect of both work motivation directly to performance an indirectly with organizational citizenship behavior as intervening. Research conducted on 50 respondents from 56 respondents that exist by using proportional random sampling method. Analysis Method used is path analysis. The result of this method work motivation positively affect the performance either directly or through organizational citizenship behavior .*

**KEYWORDS** – *Work Motivation, Organizational Citizenship Behavior, Performance*

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Date of Submission: 25-01-2018

Date of acceptance: 19-02-2018

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### **I. INTRODUCTION**

Indonesia is a country that has many inhabitants with diverse backgrounds of life. Different background is what causes the society will be able to compete or even backward compared to other countries. Just as expressed by the first President of Indonesia Mr. Soekarno on pidato HUT RI 1950 that "a nation that does not believe in the power of itself as a nation, can not stand as an independent nation." The speech implies that humans as a society that is part of the Indonesian nation must be willing and able to compete with other countries so that the need of efforts from the public to become a State that seeks to improve the quality of self.

Managing existing human resources becomes complicated for an institution, as we know that humans are different from machines that will always run according to the system. Human is a factor of labor that can develop, so that the workforce can be developed then the workforce requires good human resource management. Human resource management conducted according to Mulyadi (2015: 1) has a role to make superior product, make competitive innovation, can design or design and also manage finance effectively and efficiently.

Sunyoto (2013: 1) in his book explains that human resource management in general to obtain the highest level of employee development, harmonious working relationships between employees and the integration of human resources effectively or the purpose of efficiency and cooperation. By doing human resource management is expected to produce good employees in their work, according to Titisari (2014: 2) good employees are tend to display Organizational Citizenship Behavior in their work environment, so that the organization will be better with the employees acting Organizational Citizenship Behavior. The real human being is a social being who always needs someone else. Similarly in terms of work. It is impossible for a person to be able to run every task independently, with the unique skills that each individual possesses as well as an employee. Organ (Titisari, 2014: 3) defines Organizational Citizenship Behavior as a behavior that is individual choice and initiative, not related to formal organizational reward system but in aggregate to increase organizational effectiveness.

The organization will be good not only from the attitudes of Organizational Citizenship Behavior shown, but also the need for encouragement both from within and from outside in carrying out that attitude. Motivation from employees in doing the work will have an effect on performance, because motivation or encouragement from within or from outside parties is not always stable. To improve the performance required the high motivation of the employee, because motivation is part of human resources in the framework of coaching, development and direction of labor in an organization. Attitudes that exist not only formed from the only motivation that originated from within (internal) but also from outside (external).

Al-Azhar Al-Hamidy Islamic Education Foundation which is the object of this research is an institution engaged in the field of education have employees both in formal and non formal activities with various backgrounds. The foundation has a vision of developing the quality of science, faith, taqwa and akhlakul karimah and has the mission of creating educational institutions that can encourage learners to master science

and technology based on faith and taqwa and develop and implement the process of education and training through quality learning that is able to provide optimal service to learners according to their talents and abilities. To realize all it takes a good performance of the employees concerned.

Institutions can be said to be advanced or not depends on the employees who do the management. The main issues that need to be observed in the field are the various backgrounds of the employees of the institution, such as from the aspect of education, age, and duration of work. From the phenomenon that occurred in Islamic Education Foundation Al-Azhar Al-Hamidy existing performance is formed from the motivation owned by employees. Employees have different motivations from each other in doing their work. With different educational backgrounds, every employee shows competence in him with various motivations expected to be able to make the educational institution forward. In achieving the goals of the institution is not as easy as predicted, because not all employees have the motivation to work in accordance with the expectations of the institution. It affects the achievement of the company's goals.

### 1.1 Work Motivation

According to Dahniel (2013: 69) the motivation comes from the Latin, movere. Meaning movere is moving or to move or to motivate in English. Movere is called moving because it is able to move the human heart from not wanting to be willing. Meanwhile, according to Mulyadi (2015: 87) motivation is a good impulse from others and himself to do a job with the conscious and passion to achieve certain targets.

According to Sunyoto (2013: 17) giving motivation to employees or someone of course has a goal, among others:

- 1) Encourage the passion and spirit of employees
- 2) Improve employee morale and job satisfaction
- 3) Increase employee productivity
- 4) Maintain employee loyalty and stability
- 5) Increase discipline and lower employee absenteeism
- 6) Creating a good atmosphere and working relationship
- 7) Increase creativity and employee participation
- 8) Improve employee welfare
- 9) Enhance employees' sense of responsibility for their work and duties.

Maslow (Badeni, 2013: 79) states that humans are motivated to satisfy some of the inherent needs of every human being who tends to be innate. Maslow hypothesized that in man there are five levels of needs that are formed in a hierarchy of needs fulfillment. These needs are physical, security, social, reward, and self-actualization needs.

### 1.2 Organizational Citizenship Behavior

Organ (Titisari, 2014: 3) defines Organizational Citizenship Behavior (OCB) as a behavior that is an individual choice and initiative, unrelated to the formal reward system of the organization but in aggregate improves organizational effectiveness. Meanwhile, according to Budiharjo (Agus, 2009: 3) Organizational Citizenship Behavior associated with the general behavioral structure shown by the employees as a help, discretionary, and become a normal work needs.

According to Konovsky and Pugh (Dita, 2013: 17), employee behavior in the workplace is grouped into two types, those are behaviors related to their official duties (in role behaviors) and behaviors outside the official role (extra role behavior). Behavior of extra role behavior is very important for organizational effectiveness, which in the long run affects the survival of the organization. Behavior of extra role behavior is also called extra behavior or Organizational Citizenship Behavior (OCB). In addition, Organizational Citizenship Behavior is a volunteer employee behavior and incomplete or explicit reward, where the behavior can develop the organization. In addition to the extra tasks that go beyond "call of duty", Organizational Citizenship Behavior (OCB) is volunteer and does not require rewards from the formal reward factors of the organization.

According to Organ (Titisari, 2014: 15) the increase in Organizational Citizenship Behavior (OCB) is influenced by two main factors, namely:

- 1) Internal factors derived from the employees themselves, among others, is job satisfaction, commitment, and personality, employee morale, motivation and so forth.
- 2) Organizational Citizenship Behavior (OCB) is influenced by external factors that come from outside employees, including leadership style, trust

According Organ (Titisari, 2014: 7) Organizational Citizenship Behavior dimensions as follows:

- 1) Altruism, employee behavior in helping his colleagues who have difficulty in the current situation both about the task in the organization and personal problems of others. This dimension leads to giving help which is not an obligation it carries.

- 2) Conscientiousness, the behavior shown by trying to outweigh the company's expectations. Voluntary behavior that is not an employee's duty or duty. This dimension reaches far above and far ahead of the call of duty.
- 3) Sportmanship (positive attitude), behavior that tolerates less than ideal circumstances within the organization without raising objections. A person who has a high level of sportmanship will improve a positive climate among employees, employees will be more polite and cooperate with others so as to create a more enjoyable work environment.
- 4) Courtesy (honor), maintaining good relationships with colleagues to avoid interpersonal problems. A person who has this dimension is a person who values and cares for others.
- 5) Civic Virtue (behavioral members) behaviors that indicate responsibility for organizational life (following changes in the organization, taking initiatives to recommend how operations or organizational procedures can be improved, and protecting resources owned by the organization). This dimension leads to the responsibilities an organization has to a person to improve the quality of the occupied field.

### 1.3 Performance

According to Titisari (2014: 74) performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, vision and mission of the organization contained in the formulation of an organization's strategic scheme contained in the formulation of an organization's strategic scheme.

According Mangkunegara (Mulyadi 2015: 63) the factors that affect the achievement of performance is a factor of ability (ability) and motivation factor (motivation).

- 1) The ability factor, the psychological ability (ability) employees consist of potential ability (IQ) above average (IQ 110-120) with adequate education for his position and skilled in doing the daily work, it will be easier to achieve performance expected.
- 2) Motivational factors, mental attitude is a mental that encourages an employee to try to achieve maximum performance. The mental attitude of an employee must be psychophysically prepared (mentally, objective, and situation) mentally meaning that an employee should be mentally and physically ready and understand the main objectives and work targets to be achieved.

Employee performance dimensions / indicators by Janseen (Titisari, 2014: 78) refers to:

- 1) Quantity of work: the amount of work performed within a given period.
- 2) Quantity of work: quality of work achieved based on the requirements of suitability and readiness.
- 3) Job knowledge: the extent of knowledge about the work and skills.
- 4) Creativeness: the originality of ideas raised and actions to solve the problems arising.
- 5) Cooperation: willingness to cooperate with others or fellow members of the organization.
- 6) Dependability: awareness to be trustworthy in terms of attendance and completion of work.
- 7) Initiative: the spirit to carry out new tasks and in enlarging responsibilities.
- 8) Personal Qualities: it concerns personality, leadership, hospitality and personal integrity.

In the performance appraisal can also occur bias (inaccurate measurements), the most common biases that occur according to Sunyoto (2013: 20) are:

- 1) Halo effect, occurs if personal opinion of the appraiser about employees affects the measurement of work performance.
- 2) Errors tend to be centralized, many pens ai who do not like to assess employees as being effective or ineffective and very good or very bad, so the performance appraisal tends to be made on average.
- 3) The bias is too soft and too hard, too soft errors caused by the tendency of the assessor to be too easy to give the value in the evaluation of employee achievement, and vice versa.
- 4) Personal prejudice, the factors that make up personal prejudices against a person or group may change the assessment.
- 5) The last impression effect, when using subjective performance measures, the assessment is strongly influenced by the activity -the most recent employee activity.

## **II. RESEARCH METHODOLOGY**

### 2.1 Research design

The design in this study can be classified as Explanatory Research because this research would like to describe the effect of work motivation on employee performance with organizational citizenship behavior as intervening at Al-Azhar Al-Hamidy Islamic Education Foundation.

2.2 Population and Sample

The number of employees at Al-Azhar-Al-Hamidy Islamic Education Foundation is 56 people. The population in this study were 56 employees. The sampling technique used in this study is census so that the questionnaire distributed to all respondents. However, to reduce the risk of invalid and 50 samples meet the requirements of each strata, the researchers used proportionate stratified random sampling technique. According Sugiyono (2011: 82) this technique is used when the population has members / elements that are not homogeneous and stratified proportionately. An organization that has employees from educational background stratified, then the employee population is stratified. Samples taken based on recent education level. Sampling Table

Last Education	population	sample
Bachelor	42 people	37 people
Senior High School	12 people	11 people
Junior High School	2 people	2 people
amount	56 people	50 people

2.3 Types and Data Sources

In this study required a number of data relevant to the research problem undertaken. There are two types of data sources needed in this study namely primary and secondary data. Primary data in this study include the results of interviews and the spread of questionnaires and observations made by researchers on employees associated with work motivation, organizational citizenship behavior and employee performance. Secondary data in this research is used as supporting data from primary data. Sources of secondary data in this study are documentary evidence, journals, books, reports from experts or researchers and agencies related to this research.

2.4 Data analysis method

Data analysis in this study using SPSS 20 full version for windows. The steps are as follows:

- Data collection, this stage is done by collecting data needed in the research through the distribution of questionnaires in the form of written questions and interviews of respondents. The questionnaire is intended to get the information and data needed.
- The data obtained then tested the validity, reliability test, test data normality, and test the classical assumption. After tested by path analysis, then the next data processing is the classical assumption, such as multicollinearity test, autokolerasi test, heteroscedasticity test, and normality test model
- Path Analysis (Path Analysis). Analyze the data by using path analysis (Path Analysis) to determine the direct or indirect influence of the independent variable to the dependent variable.
- Conducting discussion of the results of data processing.
- Taking a conclusion from the results of research based on the analysis that has been done.

III. THE EFFECT WORK MOTIVATION ON PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS INTERVENING VARIABLE

Path analysis is part of the linear regression analysis used to analyze the causal relationship between variables where the independent variables influence the dependent variable, either directly or indirectly through one or more intermediaries, (Sarwono, 2006: 147). The result of path analysis as follows:

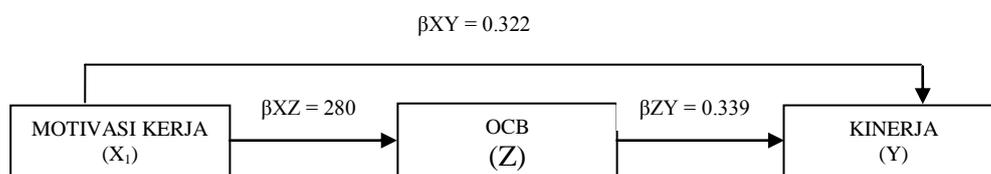


Image: Path Analysis Result

- The direct influence of motivation (X1) on performance (Y) is 32.2%.
- The influence of motivation (X1) on performance (Y) through Organizational Citizenship Behavior (Z) is  $(0,280 \times 0,339) = 0,094$  or 9,4%

3.1 Effect of Work Motivation on Employee Performance

The result of test of Motivation Work pathway have an effect on to Employee Performance by seeing the level of significance that is equal to 0,005. The coefficient value of the indicated variable is 0.322 or 32.2%. The relationship shown by the regression coefficient is positive, meaning the better the Work Motivation Employee Performance will increase. Robbins (Badeni, 2013: 76) argues that motivation is a willingness to expend high efforts to achieve organizational goals, conditioned by the ability of that effort to meet some

individual needs. humans are motivated to satisfy some of the inherent needs of every human being that tends to be innate, in the human being there are five levels of needs that are formed in a hierarchy of needs fulfillment. These needs are physical, security, social, reward, and self-actualization needs. In general can be interpreted that the motivation is a process that produces an intensity, direction / goal, and persistence of individuals in achieving goals. So if an employee with a high education background has a strong motivation in himself to his work it will increasingly affect the performance.

### 3.2 Effect of Work Motivation on Organizational Citizenship Behavior Employees

The result of Motivation Work Path analysis has an effect on Organizational Citizenship Behavior by looking at the significance level that is 0,003. The coefficient value of the indicated variable is 0.280 or 28%. The relationship shown by the regression coefficient is positive, meaning the better the Work Motivation the Organizational Citizenship Behavior will increase. According Titisari (2014: 27) how strong the motivation of the individual will be much determine the quality of behavior that is displayed, either in the context of learning, work, or in other life. With these successes at least can give a sense of pride in the feelings of the employees that they are able to account for what is his duty (Sunyoto, 2013: 17). Similarly, employees, with a sense of confidence and a sense of pride obtained from school will lead to any action related to Organizational Citizenship Behavior to make its performance better.

### 3.3 Effect of Organizational Citizenship Behavior on Employee Performance.

The result of analysis of Organizational Citizenship Behavior pathway has an effect on Employee Performance by seeing its significance level that is 0,044. The coefficient value of the indicated variable is 0.339 or 33.9%. The relationship shown by the regression coefficient is positive, meaning the better Organizational Citizenship Behavior the Employee Performance will increase. Organ (Titisari, 2014: 3) defines Organizational Citizenship Behavior (OCB) as a behavior that is an individual choice and initiative, unrelated to the formal reward system of the organization but in aggregate improves organizational effectiveness. Organizational Citizenship Behavior is a volunteer employee behavior and incomplete or explicit reward, where the behavior can develop the organization. organizational citizenship behavior can maximize the efficiency and productivity of employees and organizations that ultimately contribute to the effective functioning of the organization. This can mean the action Organizational Citizenship Behavior done will have a contribution to achieve the goals of the institution with the existence of harmony within the employees.

### 3.4 Effect of Work Motivation on Performance with Organizational Citizenship Behavior as intervening.

The result of indirect effect of work motivation on performance with Organizational Citizenship Behavior as intervening value of variable coefficient shown is 0,094 or 9,4% derived indirect effect of calculation. The relationship shown is positive, meaning that the better motivation obtained by employees then the positive actions that will be done by employees will increase without any desire to expect rewards and fear of the rules. This happens because the employee's motivation is positive based on what has been gained from the responsibilities that have been carried out with a sense of being an important part in achieving the goals of the institution.

## IV. CONCLUSION

The result of Motivation Work Path analysis has an effect on Employee Performance by looking at the level of significance equal to 0,005 and value of variable coefficient shown as 0,322 or 32,2%. While the indirect influence of work motivation variable on performance through organizational citizenship behavior by looking at the value of variable coefficient indicated work motivation to organizational citizenship behavior of 0.280 or 28% and organizational citizenship behavior on Employee Performance with the value of variable coefficient shown at 0.339 or 33, 9%. The result of indirect effect of work motivation on performance with Organizational Citizenship Behavior as intervening value of variable coefficient obtained is 0,094 or 9,4%. so it can be concluded that the work motivation has a positive effect on the performance directly or through organizational citizenship behavior as intervening variable.

Limitations in this study are 1) Data collection through questionnaires still using paper and given directly to respondents so that less efficient and paperless, 2) Researchers are not fully able to control the answers given by the respondents, because the respondents may not be honest in filling out the questionnaire. For the next researcher, it is better to arrange the schedule of spreading the questionnaire with the research object so that it can be timely so that the research time is efficient.

## Acknowledgements

Thanks to Dr. Purnamie Titisari, SE., M.Si., QIA., As the main supervisor and Dr. Moehammad Fathorrazi, M.Si. as a member of the guidance counselor who has given his guidance in this workmanship process. Thanks also to all employees of Yayasan Pendidikan Al-Azhar Jember, other than that the authors also thank the parents, sister and friends for prayer and support.

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Fiqih Hidayah Tunggal W. SE., MM. “ The Effect Of Work Motivation On Performance With Organizational Citizenship Behavior As Intervening Variable” *International Journal of Business and Management Invention (IJBMI)* , vol. 07, no. 02, 2018, pp. 28–33.