

Work Motivation and Employee Performance With Organizational Citizenship Behavior as Moderating Variable: Survey of State Civil Apparatus (ASN) In Ponorogo Regency

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Abstract.

This study aims to examine the effect of work motivation on the performance of ASN in Ponorogo Regency. In addition, this study also examines the role of the intervening variable Organizational Citizenship Behavior (OCB) in influencing the relationship between work motivation and performance. The population of this study were employees at the Ponorogo Regency Office with a total of 624 ASN, while the sampling technique used proportional random sampling with a percentage of 15 percent of the total population of 94 respondents. The results showed that job satisfaction had a significant effect on OCB in ASN in Ponorogo Regency, Job satisfaction had a significant effect on the performance of ASN employees in Ponorogo Regency. OCB has a significant effect on the performance of ASN employees in Ponorogo Regency and OCB mediates the effect of job satisfaction on the performance of ASN employees in Ponorogo Regency.

Keywords: ASN, Performace, OCB, Regency, Work Motivation

1. INTRODUCTION

The importance of human resources is not only in commercial organizations, but in organizations or government agencies in public services. The existence of human resources is an important factor in the implementation of the organization. Therefore, if in every organization both profit and non-profit orientation always strives to create high employee performance for organizational development. The potential of every human resource in the organization must be utilized as well as possible so as to provide optimal achievement of agency goals. The role of employees in government agencies in carrying out public services, the performance of employees in government agencies always gets serious attention. This is done in order to increase public work motivation. Every employee basically must be able to achieve the requirements determined by the agency. Employee performance can be measured from work results both in terms of quality and quantity based on predetermined work standards [1].

Many factors can support the improvement of employee performance, one of these factors is motivation. Motivation is defined as a result of a person's interaction with certain situations he faces. Therefore, there is a difference in the strength of motivation shown by a person in dealing with certain situations compared to other people who face the same situation. Motivation is a condition that moves employees to be able to achieve the goals of their motives [2]. Motivation is also a person's encouragement to do better than what has been made or achieved before or made or achieved by others [3]. Employee motivation in working in a good organization will have a positive impact, both for the individual and the organization. The results of previous studies stated that motivation had a significant effect on employee performance [4][5]. However, different research results state that motivation does not have a significant effect on employee performance, this means that the high and low employee performance is not due to the motivation given to employees [6].

Job satisfaction is a person's perspective, both positive and negative for the work that has been given [7]. Organizational success depends not only on how the organization has competent people, but must encourage organizational commitment. Employees with high organizational commitment will work harder and produce better work performance. High performance needs to be supported by employee activities that exceed expectations. The behavior of employees who do tasks outside of their roles is called organizational citizenship behavior (OCB). OCB can be interpreted as employee contributions beyond the formal job description, which is done voluntarily, which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions [8]. Successful organizations need employees who do more than their usual job responsibilities who will deliver above expectations [9]. The results of previous studies stated that there was a significant effect of OCB on employee performance [4], [10], [11] and [5], however the results of different studies stated that OCB had no significant effect on employee performance. [12].

The emergence of OCB can be an illustration of the job satisfaction felt by employees in the organization. The facts show that companies that have employees who have good OCB will have good performance. OCB can be a picture of job satisfaction felt by employees in the organization [9]. Basically work motivation also encourages the occurrence of OCB in an organization. Work motivation can affect employee OCB because when employees are motivated, they are able to make them feel valued so that they can influence their attitude to accept each type of work and carry it out. Employees who have a positive attitude towards the company will be more motivated to display OCB behavior. Employees who have good behavior, are willing to try and work hard and do not give up easily are the characteristics of OCB behavior so that high work motivation greatly affects the emergence of OCB behavior in the company [4]. The results of research conducted by previous researchers stated that OCB was able to mediate the influence of motivation on employee performance [4].

The results of different studies conducted by previous researchers stated that OCB did not mediate the effect of motivation on employee performance [5].

II. METHODS

The research was conducted on ASN who work for the Ponorogo Regency Government. The population in this study were all employees in Ponorogo Regency as many as 624 ASN in six agencies. The sampling technique used proportional random sampling with a percentage level of 15 percent from each service, so that a total sample of 94 ASN was obtained.

The motivation variable was measured using a Likert scale. The indicator of work motivation variable in this study refers to Abraham H. Maslow's theory which includes: Physiological needs, security needs, social needs, self-esteem needs and self-actualization needs [3]. Organizational Citizenship Behavior (OCB) variable was measured using a Likert scale with indicators: Altruism, Conscientiousness, Sportmanship, Courtesy and Civic Virtue [8]. Employee performance variables in this study are the results of work in quality and quantity achieved by ASN in carrying out their duties in accordance with the responsibilities given to them. Indicators used for OCB variables include: Quantity of work, Quality of work, Utilization of time, level of attendance and cooperation [13].

Sources of data in this study using primary data by using a questionnaire given to the respondents (ASN). Testing is done by testing the validity and reliability tests. Prior to the regression analysis to answer the research objectives, the classical assumption test was carried out which included the multicollinearity test, multicollinearity test, autocorrelation test and normality test. Analysis to answer research questions using regression analysis and path analysis. This analysis is used to determine the effect of work motivation on performance with organizational citizenship behavior as an intervening variable.

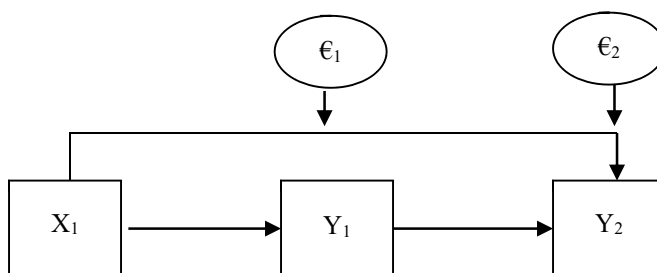


Fig 1. Parth Analysis Model

The regression equation used for path analysis is as follows:

$$\text{Regression 1 : } Y_1 = \alpha + p_1X_1 + e_1$$

$$\text{Regression 2 : } Y_2 = \alpha + p_2X_1 + p_3Y_1 + e_2$$

Description:

X1 = Work motivation

Y1 = Organizational citizenship behavior

Y2 = Employee performance

p = Path coefficient calculated from the Standardized Coefficient (Beta) value

e = Amount of unexplained variance (Unexplained variance)

III. RESULT AND DISCUSSION

This section will present the results of data analysis and interpretation of the results of the analysis based on previous studies. Table 1 describes the characteristics of the respondents based on the gender of the respondents. According to gender, 69.15 percent of ASN respondents are male. In table 2, it is explained that the majority of respondents in this study are ASN with more than 40 years of age.

Table 1. Characteristics by Gender

No.	Gender	Sum (People)	Percentase (%)
1.	Man	65	69,15
2.	Women	29	30,85
Sum		94	100,00

Source: Processed Primary Data, 2021

Table 2. Characteristics by Age

No.	Age (Year)	Sum (People)	Percentase (%)
1.	< 25	16	17,02
2.	25 – 40	32	34,04
3.	> 40	46	48,94
Total		94	100,00

Source: Processed Primary Data, 2021

Based on the years of service of the respondents, table 3 illustrates that more than 70 percent of the respondents in this study had a tenure of more than 10 years. In experience, respondents have good knowledge of working in government agencies, while the characteristics of respondents are seen from the level of education, the majority of ASN respondents have a strata 1 education, this can be seen in table 4.

Table 3. Characteristics Based on Working Period

No.	Working Period	Sum (People)	Percentase (%)
1.	≤ 10 year	26	27,66
2.	> 10 year	68	72,34
Sum		94	100,00

Source: Processed Primary Data, 2021

Table. 4. Characteristics Based on Education

No.	Based on Education	Sum (People)	Percentage (%)
1.	SMA	13	13,83
2.	Diploma	24	25,53
3.	S1	45	47,87
4.	S2	12	12,77
Sum		94	100,00

Source: Processed Primary Data, 2021

The next analysis is to test the validity and test reliability. The test results show that the indicator items from each variable are valid and reliable. Meanwhile, for the classical assumption test which includes the multicollinearity test, multicollinearity test, autocorrelation test and normality test, there is no violation of the classical assumption test. The next test is to do a regression test. This test was conducted to prove the effect of work motivation on employee performance. The results of the analysis in table 5 show that work motivation has a positive and significant effect on OCB, meaning that high work motivation for ASN in carrying out their duties can increase the OCB of ASN working at the Ponorogo Regency government office.

Table. 5. Analysis Regression 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,430	1,690		6,763	0,000
Work Motivation	0,290	0,090	0,337	3,231	0,002

Source: Processed Primary Data, 2021

Table. 6. Analysis Regression 2
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,505	1,604		1,562	0,122
Work Motivation	0,273	0,073	0,288	3,732	0,000
OCB	0,277	0,081	0,251	3,411	0,001

a. Dependent Variable: Employee performance

Source: Processed Primary Data, 2021

The analysis in table 7 shows that there is a direct effect of the variables analyzed in this study. The analysis in table 7 for regression model 1 shows that work motivation has a significant positive effect on OCB, while regression model 2 shows

that work motivation has a positive and significant effect on job satisfaction and OCB has a positive and significant effect on job satisfaction. Table 8 shows the total indirect effect coefficient is 0.353 > the direct effect coefficient is 0.273, meaning that organizational citizenship behavior mediates the effect of work motivation on employee performance.

Table. 7. Parth Analysis 1

Model Regresion	Parth	Coefisien Parth	Value t	Sig.	Summary
1	MK → OCB	B ₁ = 0,290	3,231	0,002	Accepted
2	MK → KP	B ₃ = 0,273	3,732	0,000	Accepted
	OCB → KP	B ₅ = 0,277	3,411	0,001	Accepted

Source: Processed Primary Data, 2021

Table. 7. Parth Analysis 2

Jalur	Coefisien Parth	<i>Direct Effect</i>	<i>Indirect Effect</i>	Total <i>Indirect Effect</i>	Summary
MK → OCB	$\beta_1 = 0,290$				
MK → KP	$\beta_3 = 0,273$				
OCB → KP	$\beta_5 = 0,277$				
Km→OCB→ KP		β_3 0,273	= $\beta_1 \times \beta_5$ = 0,290 x 0,277 = 0,080	0,353	Accepted

Source: Processed Primary Data, 2021

Motivation is a force that drives a person to take an action or not, but motivation does not just appear without a driving factor. Employees who feel their needs are met will be motivated to work and can even display OCB behavior that is beneficial to the organization. Another opinion states that OCB is a preferred behavior that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace [9]. The results of this study indicate that work motivation has an effect on OCB, the results of this study support previous research which states that work motivation has a significant effect on organizational citizenship behavior. [4], [14] and [5]

The results of the analysis in table 6 state that work motivation has a positive and significant effect on employee performance (ASN in Ponorogo Regency. Motivation is an encouragement of needs in employees that need to be fulfilled so that employees can adapt to their environment [2]. Employee motivation in working in an organization good behavior will have a positive impact, both for the individual and the organization. The results of this study support previous research which states that motivation has a significant effect on employee performance [4] and [5]. In addition, table 6 states that there is a positive influence and significant OCB to employee performance. There are many unwanted obstacles in the organization, OCB behavior can minimize the decline in company performance. Successful organizations need

employees who do more than their usual job responsibilities who will provide performance above expectations [9]. Pen Results This research supports previous research which states that there is a significant effect of OCB on employee performance [4], [10], [11], [14] and [5].

Employees who have a positive attitude towards the company will be more motivated to display OCB behavior. Employees who have good behavior, are willing to try and work hard and do not give up easily are characteristics of OCB behavior so that high work motivation greatly affects the emergence of OCB behavior in the company. [4]. The results of this study support previous research which states that OCB is able to mediate the effect of motivation on employee performance. [4].

IV. CONCLUSION

This research was conducted on ASN objects in Ponorogo Regency. The results of this study conclude that work motivation has an influence on OCB and the performance of ASN employees in Ponorogo Regency. The next analysis concludes that OCB has an effect on employee performance and OCB plays a role as a moderating variable on the influence of work motivation on the performance of ASN employees in Ponorogo Regency.

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