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## Effect of Work Motivation on The Performance of State Civil Services with Organizational Citizenship Behaviors as an Intervening Variables

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### 23 ABSTRACT

This study aims to analyze the significance of the effect of (1) work motivation on organizational citizenship behavior (2) work motivation on the performance of state civil servants (3) The effect of organizational citizenship behavior on the performance of state civil servants (4) the role of organizational citizenship behavior in mediating the effect of work motivation on the performance of the state civil apparatus. The location of this research was carried out in the Regional Government of Ponorogo Regency, East Java. The population in this study are all State Civil Servants (ASN) in the SKPD in the region with a total of 4 ASN people. The sampling technique in this study used a proportional random sampling technique. The analysis technique uses multiple linear regression with the classic assumption test. The results of the analysis concluded that (1) work motivation has an effect on organizational citizenship behavior (2) work motivation has a positive and significant effect on the performance of state civil servants (3) organizational citizenship behavior has a positive and significant effect on employee performance (4) organizational citizenship behavior mediates the effect of work motivation on employee performance

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## 1. Introduction

Human resources are the most important asset of an organization, given the role of human resources as the subject of implementing policies and organizational operational activities. Organizations will continue to exist if they are able to face challenges and are able to respond to changes. The importance of the existence of human resources is not only in organizations in the commercial sector, but in government organizations or agencies in public services. Human resources are also an important factor in the implementation of an organization or agency. For this reason, it is not surprising that in every organization that has a profit orientation or a non-profit orientation, it always tries to create high employee performance for organizational development. The existence of human resources in a company plays a very important role. Employees in government organizations who have an orientation in providing services to the community have great potential to carry out institutional roles. The potential of every human resource in the company must be utilized as well as possible so as to provide optimal achievement of agency goals. Considering the important role of employees in government agencies in carrying out their roles in public services, the performance of employees in government agencies always receives serious attention. This is done in order to increase public work motivation. Basically, every employee must be able to achieve the job requirements given by the agency. Employee performance can be measured from work results both in terms of quality and quantity based on predetermined work standards (Simamora, 2012: 500).

The performance of employees in government agencies who play a role in public services must always be improved. Many factors can support efforts to improve employee performance, one of these factors is work motivation. Work motivation is a person's interaction with a certain situation they face. 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. Even someone will show a certain will in dealing with different situations and at different times. According to Mangkunegara (2013), motivation is defined as a condition that moves employees to be able to achieve the goals of their motives, whereas according to Hasibuan (2014), motivation is defined as encouraging someone to do better than what has been made or achieved before or what people have made or achieved. other. Employee motivation to work in a good organization will have a positive impact, both for individuals and the organization. The results of research conducted by Widyastuti (2015) and Suhardi (2019) state that motivation affects employee performance. If an employee has motivation that is in him, it can affect the performance of the employee. However, the results of this study are different from the results of Pratama's (2015) study which states that motivation has no effect on employee performance, this means that the level of employee performance is not due to the motivation given to employees, but is influenced by other factors.

High performance needs to be supported by employee activities that exceed expectations. The behavior of employees who perform tasks outside their role is called organizational citizenship behavior (OCB). According to Luthans (2014), OCB is defined as employee contributions that exceed formal job descriptions, which are done voluntarily, which are not formally recognized by the reward system, and contribute to the effectiveness and efficiency of organizational functions. According to Robbins and Judge (2015) successful organizations need employees who do more than their usual job responsibilities who will deliver above expectations. This is in line with the research results of Widyastuti (2015), Sari (2018), Arianto (2017) and Suhardi (2019) which state that there is an effect of OCB on employee performance. However, the results of this study are different from the results of research conducted by Nurhalim (2015) which states that OCB has no effect on employee performance.

The existence of OCB can be an illustration of the job satisfaction felt by employees in the organization. According to Robbins and Judge (2015), organizations that have employees who have good OCB will have good performance. OCB can be a description of the job satisfaction felt by employees in the organization. This is supported by the results of research



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conducted by Widyastuti (2015) and Arianto (2017) which state that OCB is able to mediate the effect of satisfaction on employee performance. Different research results were conducted by Sari (2018) which states that OCB does not mediate the effect of satisfaction on employee performance.

Basically, work motivation also encourages OCB. Work motivation also affects employee OCB because when employees are motivated they are able to make them feel valued so that they can influence their attitude to accept any job and carry it out. Employees having a positive attitude towards the company will be more motivated to display OCB behavior. In accordance with the statement put forward by George and Jones in Widyastuti (2015: 2) that 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 at the company. The results of research conducted by Widyastuti (2015) state that OCB is able to mediate the influence of motivation on employee performance. Different research results were conducted by Suhardi (2019) which states that OCB does not mediate the influence of motivation on employee performance.

## 2. Study of Learning Outcomes Theory

### 2.1 Performance

Performance is defined as an expression of ability based on knowledge, attitudes, skills and motivation to produce something. According to Hasibuan (2014), performance problems always receive attention in management because they are closely related to the productivity of an institution or organization, whereas according to Simanora (2012), performance is defined as the achievement of certain job requirements which in the end can be directly reflected in the output produced both quantity and quality. Based on this definition of performance, it can be concluded that if an employee has the ability to master his / her field of work, has an interest in doing the job, there is clarity of role and good job motivation, that person has a strong foundation for better performance. This has an impact on improving employee performance in carrying out their duties in accordance with the responsibilities assigned to them.

The elements of employee performance that are assessed by each organization or company are not always the same, but basically the elements that are assessed include the things above. Likewise, to assess employee performance, the elements described above can be used by managers to make assessments, but of course they are related to their profession as an employee. In carrying out their duties, employees are not in an empty environment. The employee is part of a "big machine" in the organization, and because of that he is bound to the signs that have been set in the organization about what to do. It is as usual anywhere, but in the context of employee professionalism where the profession is considered a professional job, employees are required to be professional in carrying out their duties.

### 2.2 Motivation

According to Samsudin (2015: 81) "Motivation is the process of influencing or encouraging from outside a person or group of workers so that they want to carry out something that has been determined". Another opinion from Rivai and Sagala (2012: 837) "Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals". In line with Samsudin, Rivai and Sagala, according to Hasibuan (2014: 141) "Motivation is what causes, channels and supports human behavior so that they are willing to work hard and be enthusiastic about achieving optimal results". Based on the above understanding, it can be concluded that motivation is an impulse that arises in a person which causes him to take certain actions to meet his needs. So work motivation is a psychological condition that encourages workers to make efforts to produce goods or services so that a goal can be achieved.

### 2.3 Motivation Theory

Human behavior always arises from a need that leads to a certain goal. The need that drives action towards a specific goal is motivation. Humans are social beings who have needs, feelings, thoughts and motivations. Every human being in carrying out an activity is basically driven by motivation. The existence of various needs will motivate someone to try to meet their needs. People want to work hard in hopes of fulfilling the needs and desires of the results of their work. Abraham H. Maslow in his theory Need Hierarchy Theory states that human needs and satisfaction are plural, namely psychological and biological needs in the form of material. Maslow classifies the existence of five human needs (Hasibuan, 2014: 104).

Job satisfaction  
Every employee who works in a company has goals and expectations to meet the needs of everyday life. If the employee's needs are met, it means that the work involved can provide a sense of satisfaction, but on the other hand if needs are not properly met, then the employee feels that his job does not provide a sense of satisfaction. Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. This difference in employee satisfaction is caused by differences in each individual. The more aspects of the job that suit the individual's desires, the higher the level of job satisfaction he feels and vice versa.

The definition of "job satisfaction is a person's perspective, both positive and negative about their work" (Siagian, 2012: 295). Job satisfaction reflects a person's feelings, both pleasant and unpleasant about his job. The feeling of pleasure of employees will appear in their positive attitude towards work and everything they face in their work environment. Job satisfaction according to Handoko (2015: 193) is a pleasant feeling of employees when carrying out their duties and responsibilities towards work, and everything they face in their work environment. Feelings of job dissatisfaction with employees arise when their expectations are not met. Formally, job satisfaction is the level of a person's feelings about his job. The same definition of job satisfaction, namely: "An employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors" (Sutrisno, 2016).

### 2.4 Organizational Citizenship Behavior

Robbins and Judge (2015: 132) who define organizational citizenship behavior "as voluntary individual or individual behavior and not part of the formal requirements of work, but can improve the effective functioning of the organization". OCB involves several behaviors including the behavior of helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. These behaviors illustrate the added value of employees. Organizational Citizenship Behavior (OCB) is an employee contribution that exceeds 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 (Luthans, 2014: 251).



43

Based on the above opinion, it can be concluded that OCB is a positive behavior; in this case it is the behavior of helping other individuals work shown by someone in an organization or company. The contribution shown by the worker is in the form of work outside the work that he has to do, the worker shows helpful behavior to others in a company so that this action may improve the performance of the organization or company.

### 3. Research Methods

The location of this research was carried out in the Regional Government of Ponorogo Regency, East Java. The population in this study were all State Civil Servants (ASN) in the SKPD in the region which includes Ponorogo Regency, namely: 1) Trade Service, Cooperatives and Micro Businesses, 2) Agriculture, Food Security and Fisheries Service, 3) Public Work Service, Housing and Settlement Areas, 4) Transportation Agency, and 5) Regional Revenue, Financial Management and Asset Agency with a total of 624 ASN people. The sampling technique in this study used optional random sampling technique. The data collection technique used in this study was the questionnaire method. According to Sugiyono (2013), a questionnaire is a data collection technique carried out by giving a set of questions or written questions to respondents to be answered. The primary data source is the data source of the answers to the questionnaire given to ASNs.

Measurement of the variables used in this study using a Likert scale. Measurement of motivation variables uses the theoretical approach of Abraham Maslow (1994) by using five indicators of work motivation, including: physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs. Measurement of the Organizational Citizenship Behavior variable in this study uses the Luthans (2014) theory approach by using five main indicators, namely; altruism, conscientiousness sportsmanship, courtesy and civic virtue. Employee performance variables in this study were measured using Mathis and Jackson (2013) measurements with five indicators, namely: work quantity, work quality, time utilization, attendance and cooperation levels. The data analysis techniques used in this study include: validity and reliability tests, classical assumption tests (multicollinearity test, autocorrelation test, heteroscedasticity test and normality test), while for hypothesis testing using path analysis (Parh Analyze).

### 4. Results and Discussion

The results of the validity and reliability testing indicate that the questionnaire used in this study has met the test requirements. Therefore, before testing the hypothesis, the next test will perform a classical assumption test. The results of testing the classical assumptions are as follows:

**Table 1.**

| Multicollinearity Test |                 |          |       |          |
|------------------------|-----------------|----------|-------|----------|
| Variable               | Tolerance value | Criteria | VIF   | Criteria |
| Work motivation (X1)   | 0,603           | 0,10     | 1,657 | 10       |
| Performance (Y1)       | 0,611           | 0,10     | 1,638 | 10       |
| OCB (Y <sub>2</sub> )  | 0,664           | 0,10     | 1,505 | 10       |

The test results in table 1 show that all variables have a tolerance value > 0.10 and a VIF value < 10, meaning that in the model there is no violation of the classic multicollinearity assumption, whereas in table 2 it shows the results of the autocorrelation classic assumption test. Based on table 2, the regression model used does not show any violation of the classic assumptions of authorization because the p-value of 0.125 is greater than 0.05.

**Table 2.**

| Autocorrelation Test    |                         |
|-------------------------|-------------------------|
|                         | Unstandardized Residual |
| Test Value <sup>a</sup> | 0,61                    |
| Cases < Test Value      | 43                      |
| Cases >= Test Value     | 51                      |
| Total Cases             | 94                      |
| Number of Runs          | 55                      |
| Z                       | 1,534                   |
| Asymp. Sig. (2-tailed)  | 0,125                   |

**Table 3.**

| Heteroscedasticity Test |                             |            |                           |        |      |
|-------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model                   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                         | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)            | 1.642                       | 1.071      |                           | 1.533  | .129 |
| Work Motivation         | -.049                       | .049       | -.134                     | -1.000 | .320 |
| Performance             | -.012                       | .034       | -.048                     | -.358  | .721 |
| OCB                     | .025                        | .054       | .060                      | .467   | .642 |





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Table 3 shows the results of testing the classic assumption of heteroscedasticity. The test results show that there is no violation of the classic assumption of heteroscedasticity. This shows that the p-value for the variables used in this study has a p-value > 0.05. The results of testing the classical assumptions of normality in table 4 show that the p-value is 0.231 > 0.05. This shows an insignificant situation, meaning that the residual data is normally distributed.

**Table 3**  
Normality Test

|                                |                | Unstandardized Residual |
|--------------------------------|----------------|-------------------------|
| N                              |                | 94                      |
| Normal Parameters <sup>a</sup> | Mean           | 0,0000000               |
|                                | Std. Deviation | 1,14065814              |
| Most Extreme Differences       | Absolute       | 0,107                   |
|                                | Positive       | 0,055                   |
|                                | Negative       | -0,107                  |
| Kolmogorov-Smirnov Z           |                | 1,038                   |
| Asymp. Sig. (2-tailed)         |                | 0,231                   |

a. Test distribution is Normal.

**4.1 Hypothesis test**

Table 5 shows presents the test results to analyze the effect of work motivation (X1) on organizational citizenship behavior (Y2). Based on the results of the regression test presented in table 5, it shows that the work motivation variable has a positive and significant effect on organizational citizenship behavior.

**Table 5**  
Regression Analysis 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 |

**Table 6**  
Regression Analysis 2

| 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 |

Table 6 presents the test results analyze the effect of work motivation (X1) organizational citizenship behavior (Y2) on job satisfaction variables (Y1). Based on the results of the regression test in Table 6, it shows that the variables of work motivation and organizational citizenship behavior have a positive and significant effect on job satisfaction. Table 7 shows the results of testing the direct effect in table 5 and table 6. The test results show that there is a positive and significant direct effect, while table 8 presents an indirect effect, namely to test whether organizational citizenship behavior mediates the effect of work motivation on employee performance in State Civil Apparatus in Ponorogo Regency. Based on the results in table 8, it can be explained that the total coefficient of indirect influence is 0.353 > the coefficient of direct influence is 0.273 meaning organizational citizenship behavior mediates the effect of work motivation on employee performance.

**Table 7.**  
Analysis of Direct Effect Path Analysis

| Regression Model | Path     | Coefficient path       | Value of t | Sig.  | Conclusion     |
|------------------|----------|------------------------|------------|-------|----------------|
| 1                | WM → OCB | B <sub>1</sub> = 0,290 | 3,231      | 0,002 | H1 be accepted |
| 2                | WM → P   | B <sub>3</sub> = 0,273 | 3,732      | 0,000 | H3 be accepted |
|                  | OCB → P  | B <sub>5</sub> = 0,277 | 3,411      | 0,001 | H5 be accepted |



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**Tabel 8.**

| Analysis of Calculation of Direct Effect (Direct Effect) and Indirect Effect |                   |                   |   |                       |             |
|--|-------------------|-------------------|---|-----------------------|-------------|
| Path   | Coefficient Path  | Direct Effect     | Indirect Effect                                       | Total Indirect Effect | Conclusion  |
| WM → OCB   | $\beta_1 = 0,290$ |                   |   |                       |             |
| WM → P   | $\beta_2 = 0,273$ |                   |   |                       |             |
| OCB → P  | $\beta_3 = 0,277$ |                   |   |                       |             |
| WM → OCB → P   |                   | $\beta_4 = 0,273$ | $\beta_2 \times \beta_3 = 0,290 \times 0,277 = 0,080$ | 0,353                 | be accepted |

#### 4.2 Effect of Work Motivation on Organizational Citizenship Behavior

Based on the results of the analysis in regression model 1, it states that there is a significant effect of work motivation (X1) on organizational citizenship behavior (Y2) in the State Civil Apparatus in Ponorogo Regency. Thus the research hypothesis which states that there is a significant influence on work motivation variables on organizational citizenship behavior in State Civil Servants in Ponorogo Regency is proven. Motivation is a force that drives someone to take action or not, but motivation does not appear solely without a driving factor. In general, the driving factor for carrying out a particular activity is the person's needs and wants. Employees who feel their needs are met will be motivated to work and may even display OCB

#### 4.3 Behavior that is beneficial to the organization.

Robbins & Judge (2015: 19) defines OCB as a choice behavior that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace. This behavior includes 5 dimensions according to the internal organs (Luthans, 2014: 255), including altruism (helping colleagues), conscientiousness (obeying regulations and exceeding company expectations), sportsmanship (tolerance for less than ideal things), courtesy (maintaining relationships good with colleagues), and civic virtue (following organizational developments). The five dimensions if owned by employees, the organization or company will get many benefits and benefits for the success of the organization. The results of this study support the research conducted by Widyastuti (2015), Margahana (2018) and Suhardi (2019) which states that work motivation has a significant effect on organizational citizenship behavior.

#### 4.4 Effect of Work Motivation on Performance

The results of the regression model analysis in regression model 2 show that there is a significant effect of the work motivation variable (X1) on employee performance (Y1) in the State Civil Apparatus in Ponorogo Regency. Thus, stating that there is a significant effect of work motivation on the performance of the State Civil Apparatus in Ponorogo Regency is proven true. Motivation is an encouragement to the needs of employees that need to be met so that employees can adapt to their environment. Motivation is a condition that moves employees to be able to achieve the goals of their motives (Mangkunegara, 2013). Employee motivation in working for a good organization will have a positive impact, both for individual and the organization. The results of this study support the research conducted by Widyastuti (2015) and Suhardi (2019) which states that motivation has a significant effect on employee performance.

#### 4.5 The Effect of Organizational Citizenship Behavior on Performance

The results of regression analysis of model 3 show that there is a significant effect of organizational citizenship behavior (Y2) on employee performance (Y1) in State Civil Servants in Ponorogo Regency. Thus the hypothesis which states that there is a significant effect of organizational citizenship behavior on the performance of State Civil Servants in Ponorogo Regency is proven true. Organizational citizenship behavior is the contribution of employees beyond formal voluntary job descriptions, which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. Given the many unwanted obstacles in the organization, OCB behavior can minimize the decline in company performance. In accordance with the opinion of Robbins and Judge (2015) that successful organizations need employees who do more than their usual job responsibilities who will provide performance above expectations. The results of this study support the research of Widyastuti (2015), Sari (2018), Arianto (2017), Margahana (2018) and Suhardi (2019) which show that there is a significant effect of OCB on employee performance, but the results of this study are different from the research conducted by Nurhalim (2015) which states that OCB has no significant effect on employee performance.

#### 4.6 The Effect of Work Motivation on Employee Performance with OCB as an Intervening Variable

Based on the calculation results obtained in table 7 and table 8, it is found that the total coefficient of the indirect effect is 0,353 > the coefficient of direct influence is 0,273 which means organizational citizenship behavior mediates the effect of work motivation on employee performance. Thus the hypothesis which states that work motivation has a significant effect on employee performance with organizational citizenship behavior as an intervening variable in State Civil Servants in Ponorogo is proven. Employees who have a positive attitude towards the company or organization where they work will be more motivated to display OCB behavior. In accordance with the statement put forward by George and Jones in Widyastuti (2015) that 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. The results of this study support Widyastuti's (2015) research which states that OCB is able to mediate the influence of motivation on employee performance, but the results of this study are different from research conducted by Suhardi (2019) which states that OCB does not mediate the influence of motivation on employee performance.

## 5. Conclusions

Based on the results of the research conducted, it is concluded that work motivation affects organizational citizenship. The motivation of an ASN can encourage the person to do their job. Therefore, the results of this test support the first hypothesis which states that work motivation has a significant effect on organizational citizenship. Based on regression analysis 2 states that the work motivation variable has a positive and significant effect on the performance of ASN employees. The results of this analysis support the second hypothesis which states that work motivation has a significant effect on



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employee performance. This shows that motivation can be used as an impetus for employee needs so that an employee will be easily adapt his working conditions and environment. The results of the analysis in the third regression indicate that organizational citizenship behavior has a positive and significant effect on employee performance and this result supports the third hypothesis which states that organizational citizenship behavior has a significant effect on employee performance. The results of testing on the fourth hypothesis indicate that organizational citizenship behavior mediates the effect of work motivation on employee performance.

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