



The Role of Organizational Citizenship Behavior (OCB) as a Mediating Variable on the Influence Between Motivation and Employee Performance

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Abstract. Organizational Citizenship Behavior (OCB) can be interpreted as behavior that exceeds the scope of one's work. This behavior is characterized by the actions of members of the organization that go beyond the work and tasks that have been formally defined and regulated in carrying out their roles and functions in the organization. This study aims to examine the existence of OCB as a mediating variable between motivation and employee performance.. This study used 329 respondents who came from the academic staff of Universitas Brawijaya. The data collection method used is a survey method using a questionnaire as the instrument. While the data analysis consists of descriptive analysis and inferential analysis using Smart PLS. The results showed that there was a positive and significant effect between employee motivation and performance, which was indicated by a P value of $0.033 < 0.05$ and a path coefficient value of 0.126. The role of OCB in mediating the influence of motivation on performance has been proven to be significantly positive with a weighted value of 0.144, which is greater than the direct effect of 0.126. Thus, it can be concluded that OCB is a pure mediation.

Keywords: Motivation · Organizational Citizenship Behavior (OCB) · Performance

1 Introduction

Human resources are one of the invaluable organizational assets. Attention to this factor absolutely must be done so that employees are loyal and can show good performance and work performance. In the context of government organizations, the term employee changed to the State Civil Apparatus (ASN). According to Law No. 5 of 2014 concerning the State Civil Apparatus (UU ASN) it is stated that ASN is a profession like civil servants and government employees with work agreements working for government agencies. ASN as state administrators must comply with and comply with applicable laws and regulations. This obedience is part of the service to the state and efforts to improve the performance of ASN in providing public services.

Improving the quality of services is an important goal in the institutional development of Universitas Brawijaya, both at the local, regional, national, and international levels.

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To support all these services, it is necessary to have support and professionalism from the education staff owned by Universitas Brawijaya In the Law of the Republic of Indonesia Number 20 In 2003 concerning the National Education System, technically it is stated that what is meant by education personnel are members of the community who devote themselves and are appointed to support the implementation of education. The duties of education personnel according to the National Education System Law are to carry out administration, management, development, supervision, and technical services to support the educational process in educational units. These educational staff include librarians, administrative staff, laboratory assistants and technicians, as well as information engineering institutions.

Organizational Behavior Theory initiated by Robbins explains how organizational performance can be created and predicted depending on an input consisting of how factors at the individual, group and organizational level are able to understand and manage human resources as organizational assets [1]. One of the factors that affect employee performance is motivation. According to Davis in Mulyadi the factors that influence the achievement of performance are the ability factor and motivation factor [2]. In addition to motivational factors, according to Basu et al. [3], Organizational Citizenship Behavior (OCB) is also able to play a role in shaping one's performance.

OCB can affect organizational performance and improve group performance because it helps people directly to work together. This behavior does not include an employee's job description, so if it is not displayed, it will not be punished. However, OCB affects employee evaluation because OCB is considered important for organizational success. Voluntary participation in OCB has been considered a sign of dedication to the organization, therefore OCB affects overall performance [4, 5]. According to Andrew and Cazares in this study, it was found that OCB mediates the relationship between public service motivation and performance of civil servants in Mexico [6]. Employees show OCB which is associated with better performance of public organizations, due to high public service motivation. Research conducted by Herdiany with the title "Effect of Stress, Organizational Culture, Motivation on Organizational Citizenship Behavior at Pati Police Resort" states that Work Motivation has a significant positive influence on Organizational Citizenship Behavior. Based on the description above, a significant step is needed [7]. to analyze the effect of motivation on the performance of education personnel, with the mediation of Organizational Citizenship Behavior. Based on the previous explanation, the researcher wants to study and find out more about the dynamics between research variables with the title "The Mediation Effect of Organizational Citizenship Behavior between motivation on the performance of UB's Education Personnel".

2 Research Methods

This study uses a quantitative approach that seeks to provide an explanation of the research findings on the hypothesis testing that has been formulated. After determining the dependent and independent research variables as well as the mediator variables, the measurement of the variables as outlined in the research instrument was carried out. The research procedure is then by determining the population and research sample selection techniques, data collection and analysis techniques to answer the research hypothesis.

The type of research used in this study is explanatory, which aims to test and analyze the effect of the independent variable on the dependent variable. In this research design, the unit of analysis is the individual. The data in this study will be collected at once at a certain time (one shot study). The study was conducted on education staff at Universitas Brawijaya in 2021 which was divided into 18 work units, with a total of 329 respondents. The sampling technique used in this study was proportional random sampling based on work units. Measurements in this study used a Likert scale of 1–5 to measure the variables to be studied. Data analysis in this study used the Partial Least Square (PLS) approach. PLS is a component or variant-based Structural Equation Modeling (SEM) equation model and can answer research in the social field or variables that are difficult to observe directly by looking at the influence values that occur between the two observed variables. Indicators for motivational variables used in this study is based on Maslow's theory of motivation which consists of physiological needs, safety and security needs, social needs, esteem needs and self-actualization needs. While the dependent variable in this study is employee performance which consists of indicators of quality, quantity, timeliness, effectiveness, independence and commitment. The mediating variable is OCB. OCB variables consist of dimensions of sportsmanship, civic virtue, helping behavior, organizational loyalty, organizational compliance, individual virtue initiative, and self development.

3 Results

3.1 Respondent's Description

Based on the level of education, it is obtained data that from 329 respondents, 54.4% of respondents have undergraduate education, 15.8% high school education, 17.3% post-graduate education and the lowest is diploma education, which is 12.5%. In addition, in this study, respondents were also differentiated based on age. The largest respondents are in the age range of 31–40 years, which is 51.1%. This was followed by 23.7% of respondents aged 41–50 years. Then, followed by respondents having age > 50 years by 13.7%, and respondents aged 21–30 years by 11.6%. This shows that the respondents are quite varied in terms of age where most of them fall into the category of a mature age in making a decision.

3.2 Measurement Model

The validity test of the research instrument was carried out by looking at the adequacy of the required loading value of at least 0.7. Table 1 above shows that all indicators on each variable have a minimum loading value of 0.7. Thus, it can be concluded that all research indicators have good validity. Reliability Test The reliability test of the research instrument is based on the Cronbach's Alpha value. in Table 2 below. The research instrument meets the reliability requirements when the Cronbach's Alpha value is more than 0.7. Table 2 shows that all variables have values greater than 0.7.

Hypothesis testing In this study using 4 hypotheses and testing can be done by means of Bootstrapping on the SmartPLS V.3.0 software. Based on the model framework and

Table 1. Results of the descriptive analysis and the measurement model of each variable.

Variable	Indicator	Loading factor	Mean
Motivation	Physiological needs	0,812	4.40
	Safety needs	0,819	3.92
	Love and belonging needs	0,859	4.54
	Esteem needs	0,708	4.56
	Self actualization needs	0,825	4.70
OCB	Altruism	0,947	3.86
	Conscientiousness	0,982	3.94
	Civic virtue	0,962	3.81
	Courtesy	0,939	3.56
	Sportsmanship	0,966	3.70
Performance	Quality	0,906	3.93
	Quantity	0,921	3.95
	Timeliness	0,914	3.90
	Effectiveness	0,857	3.88
	Independence	0,915	3.78
	Commitment	0,826	3.97

Table 2. Cronbach’s Alpha.

	Cronbach’s Alpha
Performance	0.948
Motivation	0.864
OCB	0.978

Table 3. Recapitulation of indirect effects and Sobel test results.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (IO/STDEV)	P values
Motivation - > OCB -> Performance	0.144	0.144	0.058	2.470	0.014
Motivation - > Performance	0.126	0.129	0.059	2.139	0.033

hypotheses built in this study, the results of the structural equation model analysis can be shown which can be seen from Table 3 as follows:

Based on the proposed hypothesis, the Path Coefficients Test in the structural model is carried out by looking at the relationship/coefficient of the path of one latent construct with the latent construct. The significance level of the relationship between constructs can be seen from the t-count value (t-statistics) $>$ t-table (2.018) with a significance level of 5% (0.05). Table 3 above shows the two paths built in this study supported by the results of the structural model analysis.

- Motivation directly has a significant and positive effect on employee performance with a T-statistic value of 2.139 ($>$ 2.018) with a significant level of P-value of (0.033) and a positive original sample of 0.126 is obtained, then H_0 is rejected and H_a is accepted.
- The role of OCB in mediating the influence of motivation on performance has been proven to be significantly positive with a weighted value of 0.144, which is greater than the direct effect of 0.126. Thus, it can be concluded that OCB is a pure mediation.

4 Discussion

4.1 Motivation Has a Significant Effect on Performance

The results of the hypothesis test state that motivation has a positive and significant effect on the performance of education personnel and is acceptable. This is evidenced by the results of the analysis which show P value of $0.033 < 0.05$ and path coefficient value of 0.126, which means that increased motivation will significantly improve the performance of education personnel. The results of the descriptive statistical test also show that the average range score of respondents' answers from 18 motivational questions (X1) is 4.32 which is in the very high category.

While the variable performance of education personnel with 18 questions, the average range score of respondents is 3.90 including the high category. This supports that motivation is able to affect the performance of UB's education staff. Indicators on the performance of education personnel that are thought to make the relationship between the influence of motivation on the performance of education personnel significant are Commitment with an average score of 3.97 included in the high category and the Quantity indicator with a loading factor of 0.826 and a p-value of 0.000.

Meanwhile, the motivation variable that is suspected to have a strong influence is the self-actualization indicator with a score range of 4.35 which is included in the very high category. This shows that it is not an easy thing to improve employee performance. It requires commitment and awareness of the importance of self-actualization as a factor that influences the formation of high performance.

4.2 Motivation Has a Significant Effect on Performance Through OCB

The results of this study support the research conducted by Andrew and Cazares [6]. In his research, it was found that Organizational Citizenship Behavior (OCB) was able to act as a mediator in the formation of employee performance, namely mediating the relationship between public service motivation and performance of civil servants in

Mexico. In the context of public administration in Mexico, especially in the Guadalajara Metropolitan Area with a population of more than 4.4 million people, OCB among civil servants will be an important management practice that must be created in response to the community's need for public services.

Organ et al. define Organizational Citizenship Behavior (OCB) as independent individual behavior, which does not directly and explicitly receive expectations from the formal reward system, and which overall encourages the effectiveness of organizational functions [5]. From this explanation, it can be concluded that OCB is free and voluntary, because such behavior is not required by clear role requirements or job descriptions required by contract with the organization but as a personal choice. Employees voluntarily volunteer for extra assignments, helping friends work, and other behaviors that are outside their job descriptions.

Organizational Citizenship Behavior (OCB) improves organizational effectiveness through increasing employee performance in terms of quantity and quality. Based on the results of this study, the role of OCB as a mediating variable is included in the category of pure mediation. This means that the existence of the OCB variable is very necessary because it will strengthen the influence between motivation and performance. Related to this, the organization must pay close attention to the factors that can affect the OCB of employees. The variable Organizational Citizenship Behavior (OCB) which is suspected to have a strong influence is on the conscientiousness indicator (prudence / awareness) with an average score of 3.94 which is included in the high category. This can be interpreted that to shape employee performance requires awareness and caution in working, both maintaining relationships with colleagues and not violating the rights of others.

The results of this study also support research conducted by Choi, Heo, and Kim who conducted a study entitled "A Study on the Impact of Material, Social, Symbolic Reward on OCB: Moderate Effect of the Rank". Choi et al. research examines the material, social, and symbolic gifts given to employees affect the behavior of organizational citizens (OCB) [8]. Likewise, the research of Basu et al. [3] found that OCB significantly predicts performance in health care organizations. Organizations must implement management that is able to provide a conducive atmosphere for the establishment of harmonious relationships between superiors and subordinates and among co-workers. Furthermore, according to Organ et al. [5], OCB has several benefits for organizations, namely maintaining the stability of organizational performance and increasing the organization's ability to adapt to environmental changes. OCB plays an important role for performance. One of the tasks of Human Resources practitioners in both public and private organizations is to identify these behaviors in job analysis and consider them as part of job success.

5 Conclusion

The development of the cultural environment has an impact on the performance of the public sector, where stakeholders want better and faster services without any bureaucracy that slows down the process, for that public sector organizations then carry out transformations towards improving performance through improving services to stakeholders. This requires attention to the factors that can improve performance. This study was conducted to examine and explain the mediating effect of Organizational Citizenship Behavior (OCB) between motivation on the performance of Universitas Brawijaya's education staff which can be concluded as follows:

- Motivation has a positive and significant effect on performance. It is evident from the structural coefficient of 0.126, and p-value of 0.033 which means that increased motivation will significantly improve performance. The average score for the motivation variable is 4.42 (very high category) and the average performance variable is 3.90 (high category). It can be concluded that if the motivation of the educational staff is high, it will improve their performance. Based on these findings, Universitas Brawijaya needs to design a procurement process that considers the elements of motivation, especially those related to self-actualization because it has the largest loading factor among other motivation indicators.
- There is a pure mediating effect of Organizational Citizenship Behavior (OCB) between motivation on the performance of Universitas Brawijaya education staff. This is evidenced by the results of the analysis which show that there is an indirect and significant effect between motivation on the performance of education personnel through Organizational Citizenship Behavior (OCB) with a coefficient (0.144).
- Based on the findings shows that Organizational Citizenship Behavior (OCB) can improve performance by helping each other, maintaining good relations with fellow employees, ability to adapt to work, and being loyal to the organization. In improving OCB, strategies that can be carried out include assignments in the form of cooperation in completing performance targets. This behavior will improve aspects of cooperation, commitment and discipline among employees which in turn can improve overall performance.

Conflicts of Interest. The authors affirm no conflict of interest in this study.

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