

The Role of Organizational Citizenship Behavior in Mediating Work Motivation and Job Satisfaction on Employee Performance at the Medan Religious Education and Training Center

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Abstract

Organizational Citizenship Behavior abbreviated as (OCB) is a personal attitude that every employee who works in both government and private agencies must have. This research was conducted to determine the role of OCB in mediating work motivation and job satisfaction on employee performance at Religious Education and Training Centers. Medan. This research was conducted at the Medan Religious Education and Training Center Office, but because the population was relatively small, the sampling technique used was a saturated sample technique, which involved all respondents to become samples, meaning the sample that would be used was 76 employees. Research data was collected by distributing questionnaires and primary data sources were also used in drawing samples. This research model uses analytical skills and the measuring tool uses Smart PLS 3. The results of this research are as follows: Organizational Citizenship Behavior plays a role in mediating work motivation and job satisfaction on the performance of Medan Religious Education and Training Center employees. Work motivation plays a role in increasing performance, Work Motivation plays a role in improving employee performance, work satisfaction plays a role in improving employee performance and Organizational Citizenship Behavior plays a role in improving employee performance.

Keywords: *Organizational Citizenship Behavior, Work Motivation, Job Satisfaction, Employee Performance*

INTRODUCTION

One of the efforts that can be done to achieve good performance in an organization is to manage human resources which are one of the assets that play an important role in the running of an organization. Human resources are a key factor in achieving performance that is the goal of an organization. The role of an effective and efficient organization is needed in improving employee performance so as to create a professional attitude in solving problems in an organization. Human resources contribute as determinants, planners and actors of achieving organizational goals.

Human resource development in an organization can be done by improving the competence of individual employees in the organization. The competencies possessed by individuals from employees in an organization greatly affect the implementation of government and development tasks both at the regional and national levels so it is very important for each individual employee to have competencies that can support the implementation of government and development tasks.

In addition to work motivation, a factor that is no less important in improving performance is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) or extra role behavior is defined as the contribution of an individual in work, which exceeds the requirements set. Organizational Citizenship Behavior (OCB) deals with the manifestation of an employee as a social being. OCB is a form of voluntary activity of organizational members that supports the function of the organization. This behavior is expressed in the form of actions that show selflessness and pay attention to others.

Employees who have OCB will control their own behavior so that they are able to choose the behavior that is best for the interests of the organization. In the era of bureaucratic reform as currently being carried out in various government agencies, the role of OCB is considered vital and greatly determines organizational performance. Apart from being a unique element of individual behavior in the world of work, OCB is also an aspect that is almost rare in the scope of government apparatus. Because OCB is an individual characteristic that not only includes the ability and willingness to do basic tasks but also willing to do extra tasks such as the desire to cooperate with other employees, likes to help, give advice, participate actively, provide extra services to service users, and wants to use their work time effectively.

Given the large role of HR as a driving force for institutions in achieving goals, institutional efforts in encouraging employees to work better must be carried out. With these employees who work well, it is expected that the results of the work achieved by employees in carrying out their duties are in accordance with the responsibilities given to them. It can be clearly seen that the function of personnel is one of the important ones because humans are the driving factor, namely the factors of production carried out and the technology used, elements of human resources are needed. So the problem of human resources is an important issue and must always be considered in maintaining the smooth running of the tasks carried out (Astika & Yasa, 2018).

Employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out duties in accordance with the responsibilities given to him (Malik, 2010). Employee performance is related to planning tasks, learning management in accordance with conditions in the field, as planners, employees must be able to create a conducive learning climate so that employees can learn well, and as evaluators, employees must be able to carry out process assessments of employee learning outcomes. Performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives of the mission and vision, organization, as stated in the planning of an institution (Mahsun, 2006).

The Medan Religious Education and Training Center is the task implementation unit of the Research and Development and Training Agency of the Ministry of Religious Affairs and improves the quality of Human Resources at the Ministry of Religious Affairs for North Sumatra Province. Medan Religious Education and Training Center, is a training institution that produces quality human resources at the Ministry of Religious Affairs. Based on the author's observations at the Medan Religious Education and Training Center where the author found several problems, namely in employee performance, where the low performance of employees in doing work can be seen from employees being unable to complete work on time in addition to the lack of cooperation between employees, especially between sections and also with the administration department.

According to Christopher W. Moore, mediation is an intervention in a dispute or negotiation by an acceptable, impartial and neutral third party who does not have the authority to make decisions in assisting the disputing parties in an effort to reach a voluntary agreement in resolving the disputed problem (Sutiyoso, 2008: 57). The phenomenon that occurs at the Medan Religious Training Center is the lack of work motivation which causes lack of job satisfaction causing problems between individuals, work problems that continue to be given and problems with other employees that make employees who experience less enthusiasm at work so that employee performance decreases and will continue to grow if this problem cannot be overcome and no one wants to do other work outside of work because For them, the main job is more important than helping their colleagues and being willing to do other work outside.

RESEARCH METHODS

The type of research to be used is quantitative associative, which is research that aims to determine the relationship between two or more variables. The population used was 76 people and all populations were sampled. The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which was run with computer media.

RESULT AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and manifest variables, this test includes discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor of the value limit is 0.7, and the limit of the Average Variance Extracted (AVE) value is 0.5, if above that value is said to be valid. This means that the value for the indicator is said to be valid, if the indicator describes the construct variability with a value of > 0.7 .

Table 1. Outer Loadings

	Job Satisfaction	Employees Performance	Work Motivation	OCB
X.1.1			0,856	
X.1.2			0,848	
X.1.3			0,819	
X.1.4			0,741	
X.1.5			0,845	
X.1.6			0,849	
X2.1	0,845			
X2.10	0,849			
X2.2	0,772			
X2.3	0,792			
X2.4	0,814			
X2.5	0,851			
X2.6	0,852			
X2.7	0,750			
X2.8	0,840			
X2.9	0,846			
Y.1		0,864		
Y.2		0,803		
Y.3		0,937		
Y.4		0,855		
Y.5		0,941		
Y.6		0,801		

	Job Satisfaction	Employees Performance	Work Motivation	OCB
Z.1				0,878
Z.10				0,843
Z.2				0,803
Z.3				0,862
Z.4				0,878
Z.5				0,838
Z.6				0,804
Z.7				0,728
Z.8				0,841
Z.9				0,729

In table 1 above there is a value of each variable stated that the indicator in each variable is higher than 0.7 which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

2. Discriminat Validity

The next study knows valid data by Discriminating Validity, aims to find out whether nilia cross loading is greater than other latent variables so as to determine the results of indicators with high correlation with the construct The following table shows the results of cross loading from validity testing as follows:

Table 2. Discriminant Validity

	Kepuasan Kerja	Kinerja Karyawan	Motivasi Kerja	OCB
X.1.1	0,447	0,663	0,856	0,502
X.1.2	0,459	0,705	0,848	0,461
X.1.3	0,636	0,797	0,819	0,781
X.1.4	0,529	0,578	0,741	0,461
X.1.5	0,531	0,703	0,845	0,598
X.1.6	0,735	0,732	0,849	0,775
X2.1	0,845	0,793	0,719	0,685
X2.10	0,849	0,820	0,602	0,774
X2.2	0,772	0,824	0,775	0,661
X2.3	0,792	0,557	0,510	0,641
X2.4	0,814	0,503	0,470	0,556
X2.5	0,851	0,624	0,588	0,617
X2.6	0,852	0,613	0,546	0,532
X2.7	0,750	0,472	0,277	0,407
X2.8	0,840	0,518	0,408	0,565
X2.9	0,846	0,603	0,540	0,574
Y.1	0,899	0,864	0,730	0,648
Y.2	0,612	0,803	0,581	0,476
Y.3	0,639	0,937	0,816	0,820
Y.4	0,718	0,855	0,714	0,611

	Kepuasan Kerja	Kinerja Karyawan	Motivasi Kerja	OCB
Y.5	0,632	0,941	0,858	0,845
Y.6	0,638	0,801	0,695	0,847
Z.1	0,649	0,787	0,690	0,878
Z.10	0,669	0,755	0,690	0,843
Z.2	0,744	0,649	0,534	0,803
Z.3	0,630	0,733	0,732	0,862
Z.4	0,645	0,930	0,855	0,878
Z.5	0,585	0,537	0,446	0,838
Z.6	0,567	0,531	0,442	0,804
Z.7	0,493	0,515	0,415	0,728
Z.8	0,561	0,705	0,624	0,841
Z.9	0,582	0,456	0,477	0,729

Based on the results of the table data above, there is a cross loading value of employee performance variables, there is a cross loading value greater than other latent variable cross loading. for cross loading work motivation variables there is a cross loading value greater than the cross loading value of other latent variables, for the cross loading value of OCB variables, there is a cross loading value that is greater than the cross loading value of other latent variables, for cross loading the Job Satisfaction variable there is a greater cross loading value of other latent variables. This means that this cross loading data is considered discriminantly valid.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliability and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	AVE
Kepuasan Kerja	0,947	0,955	0,954	0,676
Kinerja Karyawan	0,934	0,941	0,948	0,755
Motivasi Kerja	0,908	0,918	0,929	0,684
OCB	0,947	0,957	0,954	0,676

In table 3 above, it can be seen in the Cronbach alpha column that each variable value is greater than 0.7, which means the data reliability of the variable is faithful. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliability because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7 which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column contain values greater than 0.7 and 0.6 so that they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model made is strong and appropriate. The stages of examination carried out in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R² Result

	R Square	Adjusted R Square
Employee Performance	0,837	0,831
OCB	0,660	0,651

In table 4 above, it can be seen that the R square value of the Karyawan Performance variable is 0.837 if the percentage of the R square value of the Employee Performance variable is 83.7%, meaning that the influence of Work Motivation, Job Satisfaction and OCB on Employee Performance is 83.7% and the remaining 16.3.0% is in other variables. For the R square value of the OCB variable of 0.660 if the percentage of the OCB variable is 66.0%, it means that the influence of Work Motivation, Job Satisfaction on OCB is 66.0% and the remaining 34.0% is on other variables.

2. Hypotheses Testing

After assessing the inner model, then here is to assess the connection between idle builds as alleged in this review. Speculative testing in this review was done by looking at T-Statistics and P-Values. Speculation was announced acknowledging whether the T-Insights value > 1.96 and the P-Values <0.05. Next comes the consequence of the Road Coefficient of direct impact:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	Sample Average (M)	Deviation Standard	T Statistic	P Values
Job Satisfaction -> Employees Performance	0,266	0,266	0,066	4,043	0,000
Job Satisfaction -> OCB	0,452	0,454	0,084	5,359	0,000
Work Motivation -> Employees Performance	0,451	0,448	0,096	4,694	0,000
Work Motivation -> OCB	0,433	0,432	0,084	5,134	0,000
OCB -> Employees Performance	0,293	0,298	0,105	2,805	0,005

In table 5 above, there are hypothetical results whose P value shows a value smaller than 0.05, meaning that the hypothesis can be accepted as follows::

1. Job Satisfaction has a positive and significant effect on Employee Performance with a statistical T value of 4.043 and a P value of 0.000.
2. Job Satisfaction has a positive and significant effect on OCB with a statistical T value of 5.359 and a P value of 0.000.
3. Work Motivation has a positive and significant effect on Employee Performance with a statistical T value of 4.694 and a P value of 0.000.

4. Work Motivation has a positive and significant effect on OCB with a statistical T value of 5.134 and a P value of 0.000.
5. OCB has a positive and significant effect in mediating Employee Performance with a statistical T value of 2.805 and a P value of 0.005.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Average (M)	Deviation Standard	T Statistic	P Values
Job Satisfaction -> OCB -> Employee Performance	0,132	0,136	0,057	2,329	0,020
Work Motivation -> OCB -> Employee Performance	0,127	0,126	0,046	2,758	0,006

Table 6 above shows the results of the hypothesis indirectly and can be explained as follows:

1. Job Satisfaction has a positive and significant effect on Employee Performance through OCB with a statistical T value of 2.329 and P value of 0.020.
2. Work Motivation has a positive and significant effect on Employee Performance through OCB with a statistical T value of 2.758 and P value of 0.006.

CONCLUSION

The conclusions in this study are as follows:

1. Work Motivation has a positive and significant effect on the performance of employees of the Medan Religious Education and Training Center
2. Job Satisfaction has a positive and significant effect on the performance of employees of the Medan Religious Education and Training Center
3. Organizational citizenship behavior has a positive and significant effect on employee performance at the Medan Religious Education and Training Center
4. Work Motivation has a positive and significant effect on OCB in mediating the performance of employees of the Medan Religious Education and Training Center
5. Job satisfaction has a positive and significant effect on OCB in mediating the performance of the Medan Religious Education and Training Center.
6. Work Motivation has a positive and significant effect on OCB for employees of the Medan Religious Education and Training Center
7. Job satisfaction has a positive and significant effect on OCB for employees of the Medan Religious Education and Training Center

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