

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 effort that can be made to achieve good performance in an organization is to manage human resources, which is one of the assets that plays a very important role in the running of an organization. Human resources are a key factor in achieving the performance goals of an organization. An effective and efficient role for organizations is needed in improving employee performance so that they can create a professional attitude in solving problems that exist in an organization. Human resources contribute as determinants, planners and actors in achieving organizational goals. Human resource development in an organization can be done by increasing the individual competency of employees in the organization. The competencies possessed by individual employees in an organization greatly influence the implementation of government tasks and development at both regional and national levels, so it is very important for each individual employee to have competencies that can support the implementation of government tasks and development. Apart from 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 an

individual's contribution to work, which exceeds the specified requirements. Organizational Citizenship Behavior (OCB) is related to the manifestation of an employee as a social being. OCB is a form of voluntary activity from organizational members that supports organizational functions. This behavior is expressed in the form of actions that show selflessness and pay attention to other people. Employees who have OCB will control their own behavior so they are able to choose the best behavior for the interests of the organization. In the era of bureaucratic reform as is currently being implemented in various government agencies, the role of OCB is considered vital and 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 government apparatus. Because OCB is an individual characteristic that not only includes the ability and willingness to carry out basic tasks but also the willingness to carry out extra tasks such as the desire to collaborate with other employees, likes to help, gives advice, participates actively, provides extra services to service users, and is willing to use work time effectively.

Considering the large role of HR as a driver of institutions in achieving goals, institutional efforts to encourage employees to work better must be made. By having employees who work well, it is hoped that the work results achieved by employees in carrying out their duties are in accordance with the responsibilities given to them. It can be clearly seen that the personnel function is an important one because humans are the driving factor, namely the production factor carried out and the technology used, the element of human resources is very much needed. So the issue 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 terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Malik, 2010). Employee performance is related to planning tasks, managing learning in accordance with conditions in the field. As a planner, 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 (*performance*) is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization, as stated in the planning of an institution (Mahsun, 2006). Performance means an action that is done or not that produces results which include, among other things, the quality and quantity of output, the amount of production time, employee absenteeism and the attitude of cooperation. Employee performance is considered to have a strengthening factor in work

performance. So if employees work effectively, they will gain trust and comfort at work (Mathis, R., & Jackson, 2002).

The Medan Religious Education and Training Center is the task implementation unit of the Research and Development and Training Agency of the Ministry of Religion and improves the quality of Human Resources at the Ministry of Religion for North Sumatra Province. The Medan Religious Education and Training Center is a training agency that produces quality human resources for the Ministry of Religion. Based on the author's observations at the Medan Religious Education and Training Center where the author found several problems, namely employee performance, where the low performance of employees in carrying out work can be seen from employees not being able to complete work on time, in addition to the lack of cooperation between employees, especially between sections and also with the administration department. Professional Civil Servants (PNS) can be defined as personnel who have technical and managerial skills who are able to support increased performance through mutual understanding between employees.

According to Christopher W. Moore, mediation is 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).

Employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Sutrisno, 2019, p. 123). Thus performance is the quality and quantity of output from employee work. Employee performance is a fixed variable that is often paired with various independent variables that influence it such as motivation, compensation, work environment, etc.

The phenomenon that occurs at the Medan Religious Education and Training Center is a lack of work motivation which causes a lack of job satisfaction resulting in problems between individuals, work problems that continue to be given and problems with other employees which makes employees experience a lack of enthusiasm for work so that employee performance decreases and will continue reduced if this problem cannot be resolved and no one wants to do other work outside their job because for them their main job is more important than helping their colleagues and is willing to do other work outside their job desk.

LITERATURE REVIEW

Organizational Citizenship Behavior

According to Muhdar (2015: 14), organizational citizenship behavior (OCB) is an activity model that enables organizations to intrinsically collaborate and relate in the context of an open system. For an organization to be effective, individuals

must enter the system, be willing to perform roles with minimal criteria to achieve performance, and carry out innovative and spontaneous behavior to carry out organizational functions. Meanwhile, according to Muhdar (2015:15) organizational citizenship behavior emerges from within the individual in the form of his desire to contribute to the organization.

Organizational Citizenship Behavior (OCB) Indicators

According to Muhdar (2015:16) there are several dimensions of Organizational citizenship behavior, namely as follows:

1. **Helping**
Prioritize the interests of others. This dimension leads to providing assistance that is not an obligation to bear.
2. **Conscientiousness**
Accuracy or doing it thoroughly, which refers to an employee carrying out assigned tasks in a way that exceeds or exceeds what is required.
3. **Sportsmanship**
Sportsmanship is the condition or nature of being honest and generous, so that it emphasizes the positive aspects of the organization rather than the negative aspects.
4. **Kind**
It is kindness, politeness, etiquette or respect, including behavior such as helping someone to prevent a problem from occurring or reducing the development of a problem.
5. **Civic Virtue**
Is behavior that participates in supporting the administrative functions of the organization.

Work motivation

Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities or work with sincerity, joy and sincerity so that the results of the activities he carries out are good and of good quality (Afandi, 2018 , p. 23).

Work Motivation Indicators

Afandi (2018, p. 29) divides indicators into their respective measurement dimensions which are described as follows.

1. **Remuneration**
Everything in the form of goods, services and money which is compensation received by employees because of their services involved in the organization, such as: a) Giving gifts or rewards; b) Promotion.
2. **Working conditions**

The condition or state of the work environment of a company which is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well, such as: a) A pleasant working environment; b) A comfortable, safe and clean work environment.

3. Work facilities

Everything contained in the organization that is occupied and enjoyed by employees, both in direct relation to work and for the smooth running of work, such as: a) Adequate facilities; b) Adequate infrastructure.

4. Work performance

The results achieved or desired by everyone at work. For each person the size is not the same because humans are different from each other, such as: a) Maximum work results; b) Achievement of targeted tasks.

5. Recognition from superiors

Statements given from superiors whether employees have implemented the motivation that has been given or not, such as: a) Praise for employee success; b) Evaluation of employee work performance

Job satisfaction

Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Sutrisno, 2019, p. 74). This attitude can be a positive attitude, which means the employee or member of the organization is satisfied, or even negative, which means he is dissatisfied with all aspects of the job, whether from the work situation, workload, rewards, risks, etc., similar but from a slightly different point of view, according to Afandi (2018, p. 73) work attitude or job satisfaction is a general attitude towards a person's work which shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. In other words, job satisfaction is a comparison between the contribution and rewards he gets based on the employee's own subjective opinion.

Indicators of Royal Satisfaction

Measuring job satisfaction must be carried out objectively through analysis and recognition of concrete symptoms that are indications of satisfaction itself. According to Afandi (2018, p. 82), job satisfaction indicators include the following.

1. Work: Does the content of the work have satisfying elements?
2. Wages/Salaries The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion The possibility that someone can develop through promotion.

4. Supervisor: Someone who always gives orders or instructions in carrying out work.
5. Colleagues Colleagues who help each other in completing work.

Employee performance

Employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Sutrisno, 2019, p. 123). Employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Sutrisno, 2019, p. 123). Thus performance is the quality and quantity of output from employee work. Employee performance is a fixed variable that is often paired with various independent variables that influence it such as motivation, compensation, work environment, etc. Therefore, most of the central issues of employee performance in human resource management are employee performance assessments themselves. As stated by Bacal (in Wibowo, 2018, p. 186) that employee performance is a process by which individual performance is measured and evaluated. In addition, according to Sedermayanti (2017, p. 283) the word "performance" itself is also a term with a spectrum of definitions broad which can refer to the meaning of: doing, carrying out, carrying out, perfecting with responsibility, etc. However, in the management context, the performance in question is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements (Amstrong in Edison et al., 2018, p. 188).

Employee Performance Indicators

Meanwhile, according to Sutrisno (2019, p. 152), to measure employee performance, there are six indicators which are key areas of achievement for the company, including the following.

1. Work result

The level of quantity and quality that has been produced and the extent to which supervision has been carried out.

2. Job knowledge

The level of knowledge related to work tasks will have a direct effect on the quantity and quality of work results.

3. Initiative

The level of initiative when carrying out work duties, especially in terms of handling problems that arise.

4. Mental agility

The level of ability and speed in receiving work instructions and adapting to existing work methods and work situations.

5. Attitude: The level of work enthusiasm and positive attitude in carrying out work tasks.
6. Time and attendance discipline
 The level of punctuality and level of attendance determines the quantity and quality of work results as well.

Conceptual Framework and Research Hypotheses

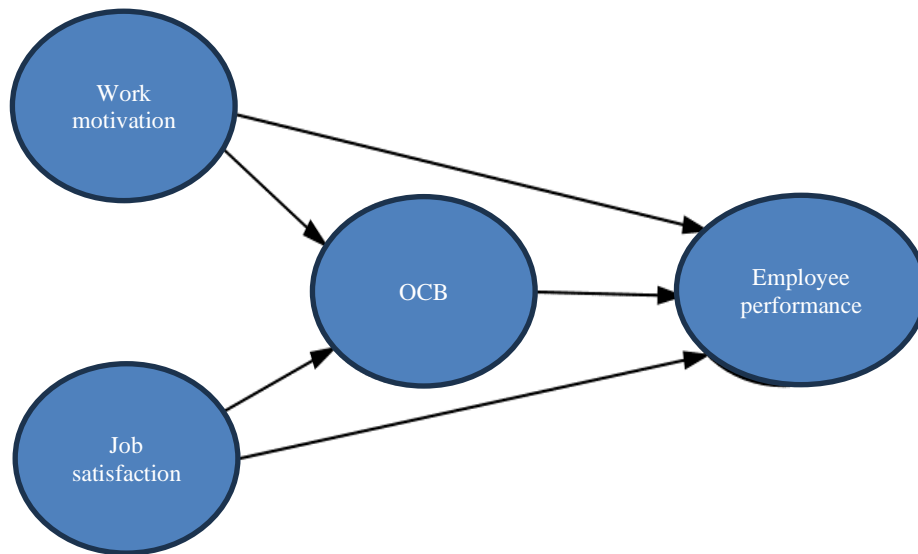


Figure 1. Conceptual Framework

Research Hypothesis

1. Work motivation has a positive and significant effect on employee performanceMedan Religious Education and Training Center.
2. Work motivation has a positive and significant effect on OCBMedan Religious Education and Training Center.
3. Job satisfaction has a positive and significant effect on employee performanceMedan Religious Education and Training Center.
4. Job satisfaction has a positive and significant effect on OCBMedan Religious Education and Training Center.
5. OCB has a positive and significant effect on employee performanceMedan Religious Education and Training Center.
6. Work motivation has a positive and significant effect on employee performance through OCBMedan Religious Education and Training Center.
7. Job satisfaction has a positive and significant effect on employee performance through OCBMedan Religious Education and Training Center.

METHOD

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

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications 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, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7.

Table 1. Outer Loadings

	Job satisfaction	Employee 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			

	Job satisfaction	Employee performance	Work motivation	OCB
Y.1		0.864		
Y.2		0.803		
Y.3		0.937		
Y.4		0.855		
Y.5		0.941		
Y.6		0.801		
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, the value of each variable is stated that the indicator for 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 with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Job satisfaction	Employee performance	Work motivation	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

	Job satisfaction	Employee performance	Work motivation	OCB
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
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 data in the table above, there is a cross loading value for the employee performance variable, the cross loading value is greater than the cross loading value of other latent variables. For the cross loading value of the Work Motivation variable, there is a cross loading value greater than the cross loading value of other latent variables for the cross loading value of the OCB variable. there is a cross loading value that is greater than the cross loading value of other latent variables, for the cross loading value of the Job Satisfaction variable there is a cross loading value that is greater than that of other latent

variables. This means that this cross loading data is considered discriminantly valid.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the 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	Composite Reliability	AVE
Job satisfaction	0.947	0.955	0.954	0.676
Employee performance	0.934	0.941	0.948	0.755
Work motivation	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 the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable gets a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so 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 created is strong and correct. The inspection stages carried out in the primary model assessment can be 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. R Square Results

	R Square	Adjusted R Square
Employee performance	0.837	0.831

OCB	0.660	0.651
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In table 4 above, it can be seen that the R square value of the Employee Performance variable is 0.837. If you percentage the R square value of the Employee Performance variable, it is 83.7%, meaning that the influence of Work Motivation, Job Satisfaction and OCB on Employee Performance is 83.7% and the remaining is 16.3 .0% is in other variables. For the R square value of the OCB variable, it is 0.660, if the percentage of the OCB variable is 66.0%, this means that the influence of Work Motivation, Job Satisfaction on OCB is 66.0% and the remaining 34.0% is on other variables.

2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	Sample Mean	Standard Deviation	T Statistics	P Values
Job Satisfaction -> Employee 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 -> Employee 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 -> Employee Performance	0.293	0.298	0.105	2,805	0.005

Source: Smart PLS 3.3.3

In table 5 above there are hypothesis results whose P value shows a value smaller than 0.05, meaning the hypothesis can be accepted, the explanation is 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 Influence)

	Original Sample (O)	Sample Mean	Standard Deviation	T Statistics	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

Source: Smart PLS 3.3.3

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 a 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 a P value of 0.006.

CONCLUSION

The conclusions of this research are as follows:

1. Work Motivation has a positive and significant effect on the performance of employees at the Medan Religious Education and Training Center
2. Job satisfaction has a positive and significant effect on the performance of employees at 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 at the Medan Religious Education and Training Center

5. Job satisfaction has a positive and significant effect on OCB in mediating the performance of employees at 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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