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# The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Syariah

Effect of Work  
Motivation on  
The Employee  
Performance

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## Abstract

**Purpose** – The purpose of this study is to analyze the impact of motivation and organization citizenship behavior on performance of employees at PT. Bank Aceh Syariah Lhokseumawe. The research was conducted at Bank Aceh Syariah located at Lhokseumawe. The population in this research were all members of the employees at Bank Aceh Syariah Lhokseumawe (146 employees), the samples of this research were 74 employees at Bank Aceh Syariah Lhokseumawe.

**Design/Methodology/Approach** – The tool of analysis was path analysis using SPSS, while the method of data analysis was path analysis.

**Finding** – The results of this study indicate that the work motivation had positive and significant impact on organization citizenship behavior and performance of employees on PT. Bank Aceh Syariah Lhokseumawe. Otherwise organization citizenship behavior had positive and significant effect on employees performance at PT. Bank Aceh Syariah Lhokseumawe. From this research, the effect motivation of this research can be applied and that organization citizenship behavior had partial mediation to influence work motivation on employees performance at PT. Bank Aceh Syariah.

**Research Limitations/Implication** – The quality and good performance of human resources owned by Bank Aceh in terms of experience, knowledge, and skills that they can compete with other commercial bank employees, especially in Aceh province.

**Keywords** Work motivation, organization citizenship behavior, employee performance

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## 1. Introduction

PT. Bank Aceh Syariah is a public bank owned by the Aceh government running some activities including funng, lending and providing financial service. Currently, the roles of Bank Aceh are as financial intermediary institution, agency of trust, agent of development as well as the agency of services, which participates in the framework of economic



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development of Acehese society in general. Nowadays, Bank Aceh develops so rapidly in total assets, loans, and funding activities. According to Fahmi (2016), motivation is a set of behaviors that provide a basis for someone to act in specific goal directed way. On the other hand, organizational social behavior is often referred to as the organizational citizenship behavior (OCB), which is the attitude of Bank Aceh Syariah employees who are well-known in the organizational behavior with the main dimension of altruism (e.g., helping when colleagues are sick), seriousness (e.g., overtime to complete the work, for example, willingly representing the company for a joint program), and a sportive attitude (e.g., also responsible to the failure of teamwork). According to Luthans (2011), organizational social behavior (OCB) covers personality and attitudes, the behavior of organizational members/prosocial. Wibowo (2016) states that organization wants the workers who want to do things that are not in job description.

In the development and progress of an organization, if the quality factor of management performance is not good, the performance of Bank Aceh Syariah Lhokseumawe employees can be driving force capable of providing acceleration towards the progress of the organization in the future. Experts argue the performance of an employee is individualized because each employee has different levels of knowledge, techniques, and abilities in completing the tasks.

According to Wirawan (2009), performance is the output generated by the functions or indicators of a job or a profession in a certain time. Bank Aceh Syariah Lhokseumawe has several benchmarks in evaluating its employees including by evaluating the quantity of work in each work unit as well as the quality of work produced by each employee, then supervision is very important to do because Bank Aceh Syariah is an institution trusted by public. In addition, cooperation between bank employees need to be maintained and continue to be fostered to achieve the vision and mission of the organization. Based on the phenomenon and background of the problems, then the author wants to examine "The Influence of Work Motivation on Employee Performance With OCB as Intervening Variable At Bank Aceh Syariah Lhokseumawe."

Based on the existing problems then the purposes of this study were: to know the motivation effect on OCB at PT. Bank Aceh Syariah Lhokseumawe; to know the motivation effect on employee performance at PT. Bank Aceh Syariah Lhokseumawe; and to find out whether OCB mediates the relationship between motivation on employee performance at PT. Bank Aceh Syariah Lhokseumawe.

## **2. Review literature**

Maslow in Robbins (2013) divides the motivation into the five hierarchy of needs, include friendship, intimacy, acceptance, and interconnectedness. He need for self-actualization, the need to use the abilities, skills, and potentials. The need to argue by bringing up ideas, and criticisms of something. According to Luthans (2011) states that organizational social behavior (OCB) covers personality and attitude, the behavior of organizational members/prosocial. A job has certain requirements to be done in achieving a goal that is also called job standard. The standard of work is the level expected by a particular job to be completed properly by employees in the organization. According to Wirawan (2009) performance is the output generated by the functions or indicators of a job or a profession in a certain time. In this case, work is the activity of completing something or making something that only requires certain manpower and skills or as done by blue collar workers, such as work of the bus driver, housekeeper, barber, etc.

### 3. Method

Conceptual framework is an explanation of the linkage or relationship of a theory with important factors that have been known in a particular problem. The conceptual framework in this study is built on theoretical views and previous empirical research on correlation between work motivation and organization citizenship behavior as well as employee performance at Bank Aceh Syariah Lhokseumawe.

The relationship between variables used in this study can be seen in Figure 1.

The study conducted at all Bank Aceh offices in the province of Aceh and North Sumatra. All of the employees who are in the head offices and branch offices of Bank Aceh became research objects.

Target population in this research were employees of Bank Aceh Syariah in Lhokseumawe, who work at Bank Aceh Syariah Lhokseumawe Branch, with the total number of sample were 74 people and had fulfilled the requirements of the model used in this research was path analysis.

### 4. Results and discussion

PT. Bank Aceh Syariah is an economic development institution and also a public service agency that takes part in the framework of economic development of the people of Aceh in general. At the present time, the performance of financial institutions (companies) can be obtained from two sources, namely financial and non-financial information. Financial information obtained from the preparation of the budget – the ability of banks in mobilizing public funds, providing credit, and maintaining the quality of productive assets.

The performance of Bank Aceh Syariah has been evaluated from the quantity of work in which the amount of work carried out on a daily basis should be done on time and the work

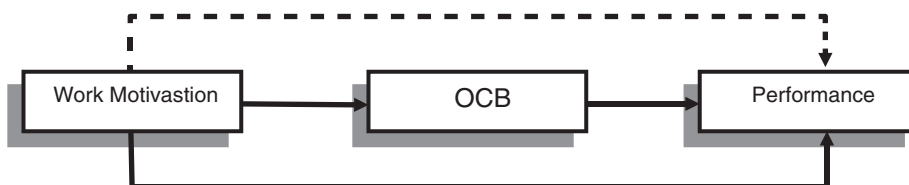


Figure 1. Conceptual Framework

Tabel Total Dana Pihak Ketiga Bank Aceh Konvensional tahun 2013-2015 (Rp Juta)  
Table of Third Party Funds of Conventional Bank Aceh Year 2013-2015 (Rp Million)

(dalam Jutaan Rupiah) | (in million Rupiah)

Keterangan	Dana Pihak Ketiga   Third Party Funds			Pertumbuhan   Growth		Explanation
	2015	2014	2013	2014-2015	2013-2014	
Giro	3.560.345	3.453.498	4.383.942	3%	-21%	Current Accounts
Tabungan	4.789.269	4.287.215	3.994.882	12%	7%	Savings
Deposito Berjangka	3.712.924	2.926.021	2.266.065	27%	29%	Time Deposits
Total	12.062.538	10.666.734	10.644.888	13%	0,2%	Total

Figure 2.

produced by every employee of Bank Aceh Syariah must comply with the standard of work, such as internal operational guidance and manual procedure standard.

4.1 Analysis and discussion

4.1.1. Multiple linear regression of first equation. To analyze the influence of work motivation on employee performance in Bank Aceh Syariah Lhokseumawe multiple linear regression analysis was used. The magnitude of influence can be seen in Table 1.

Based on Table 1, then multiple linear regression equation is:  $Y = a + b_1X_1 + e$

$$Y = 10.872 + 0.528X_1 + e$$

In the equation above, the constant value obtained was 10.872 means that if the variable of work motivation is considered constant, then the average value of performance variable of Bank Aceh Syariah employees was 10.872. The coefficient of regression of work motivation ( $b_1$ ) was positive at the value of 0.528, meaning that if the value of work motivation variable is improved, then employee performance of Bank Aceh Syariah Lhokseumawe will increase in line with improvement of work motivation

4.1.2. Coefficient of determination. The results of correlation coefficient and determination can be seen in Table 2.

Based on Table 2, the correlation coefficient ( $R$ ) was 0.597. This value indicates very strong correlation between work motivation variable on employee performance in Bank Aceh Syariah Lhokseumawe. While the coefficient of determination ( $R$  square) was 0.356; meaning that the work motivation variable has the ability to explain its effect on employee performance in Bank Aceh Syariah Lhokseumawe equal to 35.6%. The remaining 64.4% was influenced by other factors that are not investigated, or out of this research model, such as work environment and job satisfaction among employees.

4.1.3 Simultaneous test ( $F$ -Test). Table 3 presents  $F$  hitung value of 39.816 with a significance level of 0.000. While  $F$ -table value with significant level of 5% and  $df_2 = n - k$  ( $74 - (2 + 1) = 72$ ) and  $df_1 = k - 1$  ( $2 - 1 = 1$ ),  $F$ -table value obtained was 3.108. The result of  $F$ -test

**Table 1.**  
Result of Multiple  
Linear Regression

Model	Description	Unstandardized Coefficients	Standardized Coefficients	$t$	Sig.
		$B$	Std. Error	$Beta$	
1	(Constant)	10.872	1.709		6.3610.000
	Work motivation ( $X_1$ )	0.528	.084	.597	6.310

<sup>a</sup> Dependent Variable : Employee performance. *Source:* Data processed by SPSS (2017).

**Table 2.**  
Result of Coefficient  
of Correlation and  
Determination

Model	$R$	$R$ Square	Adjusted $R$ -Square	Std. Error of the Estimate
1	0.597 <sup>a</sup>	0.356	0.347	2.69554

<sup>a</sup>Predictors: (Constant), work motivation. <sup>b</sup>Dependent Variable: employee performance.

shows that  $F_{hitung} > F_{table}$  ( $39.816 > 3.130$ ). The test results simultaneously indicate that the variable of work motivation significantly influence the performance of employees in Bank Aceh Syariah, Lhokseumawe.

4.2 Organizational citizenship behavior mediates the corelation of workmotivation on employee performance

The result of the testing of the effect of mediation (intervening) of correlation of work motivation variable on employee performance variable was mediated by organizational citizenship behavior (OCB) variable and shown in the form of picture as in Fig. 4.8. To know the significance in the path C', Sobel test – an interactive calculation tool for mediation tests that produced Sobel test, Aroian test, and Goodman test can be used. In this study, the test results that were used to see the test statistics, standard error, and P-value were the value or number from sobel test. By using it online, significance of the path C' as in Figure 3 was found.

5. Conclusion

From the discussions and analysis of the previous chapters, it can be concluded that there was effect of motivation on OCB at PT. Bank Aceh Syariah Lhokseumawe. There was effect of motivation on employee performance at PT. Employee performance at PT. Bank Aceh SyariahLhokseumawe. The behaviors of Bank Aceh Syariah employees had been very closely related to social behavior, where every employee has a sense of concern for the institution, but it still needs better cooperation among fellow colleagues to improve the cohesiveness and morale of the work. Employee motivation is good, but it needs to be improved in terms of employee awareness, career development, and welfare so that employees of Bank Aceh Syariah keep excited, motivated, and can improve their performance in the future.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	289.298	1	289.298	39.8160.000 <sup>a</sup>
Residual	523.148	72	7.266		
	Total	812.446	73		

**Table 3.**  
Result of  
Simultaneous Test  
(F-Test)

<sup>a</sup>Predictors: (Constant), work motivation. <sup>b</sup>Dependent Variable : employee performance.

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and Warsi, and Dwyer (1995). Insert the  $a$ ,  $b$ ,  $s_a$ , and  $s_b$  into the cells below and this progr calculate the critical ratio as a test of whether the indirect effect of the IV on the DV vi mediator is significantly different from zero.

Input:	Test statistic:	Std. Error:	p-value:
$a$ 0.528	Sobel test: 4.25208414	0.07599473	0.00002118
$b$ 0.612	Aroian test: 4.2231952	0.07651458	0.00002409
$s_a$ 0.084	Goodman test: 4.28157415	0.07547131	0.00001856
$s_b$ 0.106	Reset all	Calculate	

**Figure 3.**  
The Results of Sobel  
Test — An  
Interactive  
Calculation Tool for  
Mediation Tests,  
Work Motivation –  
OCB – Employee  
Performance

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