

## **THE INFLUENCE OF MOTIVATION, ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS AN INTERVENING VARIABLE IN PT PELINDO MULTI TERMINAL EMPLOYEES**

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### **ABSTRACT**

This research aims to examine the influence of motivation and organizational commitment on employee performance with Organizational Citizenship Behavior (OCB) as an intervening variable for PT Pelindo Multi Terminal employees. This research uses an associative research method with an explanatory approach, involving 178 permanent employees as a sample. The research results show that motivation and organizational commitment have a positive and significant effect on employee performance. Apart from that, OCB has also been proven to have a positive influence on employee performance. Furthermore, motivation and organizational commitment were found to influence OCB, which in turn acts as a mediator in the relationship between motivation, organizational commitment, and employee performance. This research concludes that OCB plays an important role in improving employee performance through increasing motivation and organizational commitment. It is hoped that the results of this research can provide recommendations for the management of PT Pelindo Multi Terminal in managing human resources to achieve more optimal performance.

**Keywords: Motivation, Organizational Citizenship Behavior, Organizational Commitment, Performance.**

### **INTRODUCTION**

The success of an organization is greatly influenced by the management of human resources (HR) within it. Employees as the main part of HR play an important role in planning, controlling and implementing organizational activities. Any work done collaboratively can reduce the burden on individual energy and thought, as well as increase time efficiency, which will ultimately result in more satisfying performance. Employee performance assessment is one of the key factors in determining the success of a company. This performance not only reflects individual abilities, but is also influenced by various factors such as employee needs, motivation and commitment to the organization. Employee motivation is a driving factor that varies between individuals, depending on their individual motives, goals and needs. To achieve high performance, companies need to meet employees' material and non-material needs and provide appropriate appreciation. Motivation is an internal factor that moves and organizes human behavior to achieve certain goals. High motivation will increase employee morale, which in turn increases productivity and organizational performance. Apart from motivation, organizational commitment also plays an important role in employee performance. Organizational commitment reflects employee loyalty to the organization, which is manifested

through the desire to remain in the organization, help achieve organizational goals, and demonstrate positive attitudes and behavior. Organizational Citizenship Behavior (OCB) is an employee's voluntary behavior that is not included in the formal job description, but is very important in increasing organizational effectiveness. This behavior includes mutual assistance, discipline, and compliance with regulations. High OCB will encourage employees to work beyond expectations, which ultimately improves organizational performance. PT. Pelindo Multi Terminal, as a subholding company of PT. Pelindo (Persero), faces challenges in employee performance, especially related to low motivation. This low motivation results in less than optimal overall organizational performance. Therefore, this research aims to examine the influence of motivation and organizational commitment on employee performance with OCB as an intervening variable in PT employees. Pelindo Multi Terminal. Based on this background, it is hoped that this research can contribute to understanding the importance of motivation, organizational commitment and OCB in improving employee performance. It is hoped that the results of this research can provide recommendations for PT management. Pelindo Multi Terminal in managing human resources to achieve more optimal performance.

## **LITERATURE REVIEW**

### **Performance**

Factors that influence the work results or work performance of a person or group consist of internal and external factors. Internal factors that influence employee or group performance include intelligence, skills, emotional stability, motivation, role perception, family conditions, physical conditions, work group characteristics, and so on. Meanwhile, external factors include labor regulations, customer desires, competitors, social values, labor unions, economic conditions, changes in work location, and market conditions. According to M. Muis (2013), performance is an action that consists of several elements and is not an instant result. Performance is considered as a process. Nawawi (2017) stated that performance is the result of work or activities within a company which is influenced by internal and external factors of the organization in achieving the goals set during a certain period of time. Robbins (2015) states that performance is the end result of an activity, which involves carrying out work tasks as efficiently and effectively as possible. Performance is what results from these activities. Mangkunegara (2019) states that performance is the work result achieved by an employee in terms of quality and quantity in carrying out his duties in accordance with the responsibilities given to him. M. Hasibuan (2017) added that employee performance is the result of the work achieved by a person in carrying out the tasks assigned based on skill, experience, seriousness and time. From these various definitions, it can be concluded that performance is a comparison of the work results achieved by employees with predetermined standards. Organizational performance is greatly influenced by employee performance, so when measuring the performance of an organization it is best to look at the results of its employees' work (et al., 2020).

### **Performance Measurement**

According to Nawawi (2017), performance measurement is a management tool used to improve the quality of decision making. Rahmawanti, Swasto, and Prasetya (2014) stated that the top level of the organizational structure requires quality performance information with certain characteristics. These characteristics include quality measurement, which includes calculating the results of the process or implementation of activities; quantity measurement,

which involves calculating results that reflect the level of satisfaction in completion; and timeliness measurement, which is a special type of quantitative measurement to determine the accuracy of completing work within the specified time. Robbins (2015) suggests several common performance measurements, including productivity, namely the number of goods or services produced divided by the input required to produce that output; effectiveness, namely measuring the suitability of organizational goals and how well these goals can be achieved; and industry and company rankings, which are common ways for managers to assess their organizations' performance.

### **Motivation**

Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively to successfully achieve and realize predetermined goals. According to Usman (Mesiono, 2018) motivation comes from the Latin word "Movere" which means encouragement or driving force. Motivation is a process of activating motives into actions/behavior to meet needs and achieve goals/states and readiness within the individual that drives his behavior to do something to achieve the goal. According to (Umam, 2018), motivation is something that creates enthusiasm or encouragement to work. That is why work motivation in work psychology is usually called a driver of work enthusiasm. According to (Afandi, 2018) motivation is encouraging work enthusiasm for employees to produce optimal performance (Saleh & Utomo, 2018). According to Hasibuan (2016), motivation can be divided into two types: positive motivation and negative motivation. Positive motivation occurs when managers give rewards to employees who perform above standards, with the aim of increasing work morale because humans generally like good things. In contrast, negative motivation occurs when managers use the threat of punishment to stimulate employee performance. Although negative motivation can increase morale in the short term because employees fear punishment, its effects can be less than favorable in the long term. Fahmi (2016) also emphasized the importance of motivation in employee performance. Suwanto and Koesmono (2018) explained that a person's motivation is influenced by internal and external factors. Internal factors include self-perception, self-esteem, personal expectations, needs, desires, job satisfaction, and job performance. External factors include the type and nature of work, work group, workplace organization, environmental situation, as well as the prevailing reward system and how it is implemented. Sutrisno (2014) added that internal factors that influence motivation include the desire to live, have, gain appreciation, recognition, and power. External factors that influence motivation include a pleasant work environment, adequate compensation, good supervision, and job security. Mangkunegara (2017) mentions several indicators that can increase employee work motivation, namely hard work, future orientation, efforts to progress, perseverance, and use of time. Hard work means doing work seriously until the target is achieved and always paying attention to satisfaction with the results. Future orientation is a picture of the future that is realized through individual plans to achieve goals. Efforts to progress include an increased desire to achieve goals. Perseverance means continuing to try to achieve goals without giving up easily. Time utilization means using time as best as possible because time is very valuable.

### **Organizational Commitment**

Organizational commitment describes the relationship between an individual and the work organization, where the individual has confidence in the values and goals of the

organization, and shows a willingness to work for the benefit of the organization. The individual identifies with the organization where he works and tries to be an integral part of helping achieve the organization's goals. According to Porter et al. (in Darmawan, 2013), organizational commitment is the strength of a person's recognition and involvement in a particular organization. Umam (2018b) states that organizational commitment is a strong acceptance of the company's goals and values, so that individuals will try and work with great passion for the progress of the company (Lestary & Chaniago, 2018) . Sudarmanto (2019) added that organizational commitment includes the willingness to try hard for the organization and confidence in accepting the organization's values. This commitment reflects employee closeness and loyalty to the organization. From these various definitions, it can be concluded that organizational commitment explains the relative strength of an individual's identification with the organization and their involvement in it. This commitment is more than just loyalty to the organization; it includes active relationships in which individuals are willing to make personal contributions to the success and prosperity of the organization (Muis et al., 2018) .

### **Research methods**

This research uses associative research, namely research to determine the relationship between two (or more) variables. Where the relationship between variables in the research will be analyzed using relevant statistical measures on the data to test the hypothesis. Associative research according to (Sugiyono, 2016) is research that aims to determine the relationship between two or more variables. This research uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses. The population used in the research was PT Pelindo Multi Terminal employees, totaling 178 people. The sampling technique used was accidental sampling. The number of samples used in this research was 178 permanent employees who worked at PT Pelindo Multi Terminal.

## **RESULTS AND DISCUSSION**

### **Results Description**

This research was conducted at PT Pelindo Multi Terminal. In this study the author processed a questionnaire in the form of data consisting of 10 questions for the variable (X1), 10 questions for the variable (X2), 10 questions for the variable (Z) and 8 questions for the variable (Y) where the variable X1, is motivation, which is variable X2 is organizational commitment, which is variable Z is organizational citizenship behavior (OCB) and employee performance variable (Y). The questionnaire distributed was given to 64 employees as research samples and used the Likert method.

### **The Effect of Motivation on Employee Performance**

Motivation influences the performance of PT Pelindo Multi Terminal employees. This is shown by the indirect effect value of 0.301, with a significant value of  $0.001 < 0.05$ . The results of this research show that motivation has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. Every individual is basically never satisfied with what he has, every individual has needs that must be met. To fulfill these needs, motivation arises from within and outside the individual to be willing to do a certain job with rewards that are in accordance with his expectations. With a sense of mutual need for each other, it is hoped that the company will give appreciation to its employees. Companies must see the potential that exists within employees, such as work results, achieving targets, solving

problems, and so on. So that employees feel appreciated and motivated to advance the company. Motivation is a force or factor within humans that causes, moves and organizes their behavior. In other words, motivation is a process to achieve a goal. Someone who has motivation means they have the strength to achieve success in their life.

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment influences the performance of PT Pelindo Multi Terminal employees. This is shown by the indirect effect value of 0.277, with a significant value of  $0.024 < 0.05$ . The results of this research show that organizational commitment has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. In carrying out tasks, employees often encounter problems that hinder employee performance. Problems that often occur include technical problems, new company regulations, superiors and a mismatch between tasks and employee interests. The problem of incompatibility between work and interests means that employee performance will certainly decline, resulting in delays in planned work programs.

### **The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance**

Organizational Citizenship Behavior (OCB) influences the performance of PT Pelindo Multi Terminal employees. This is shown by the indirect effect value of 0.391, with a significant value of  $0.002 < 0.05$ . The results of this research show that organizational citizenship behavior (OCB) has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. Performance is produced through many things, including the work environment, including co-workers. Colleagues who provide assistance and set a good example will have an impact on fellow employees. Organizational Citizenship Behavior within an organization encourages the creation of a more effective and positive organizational environment. This can support employees who have not implemented Organizational Citizenship Behavior to behave more and help improve their performance. Organizational Citizenship Behavior has a wider scope compared to personal employee commitment because the meaning of citizenship is citizenship so that they have responsibility and love for work voluntarily and without supervision. Organizational Citizenship Behavior is not included in employee job descriptions, but is highly expected because it supports increasing the effectiveness and survival of the organization. Employees who have high Organizational Citizenship Behavior towards the organization where they work will naturally feel comfortable and safe in their work.

### **The Influence of Motivation on Organizational Citizenship Behavior**

Motivation influences Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. This is shown by the indirect effect value of 0.383, with a significant value of  $0.000 < 0.05$ . The results of this research show that motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. The better the work motivation an employee has, the better the employee's Organizational Citizenship Behavior will be. Work Motivation is a very important element for employee progress because Work Motivation can influence employee psychology so that it has an impact on Organizational Citizenship Behavior. Therefore, it can be said that the higher the work motivation provided by the company to employees, the higher the Organizational Citizenship Behavior will be as part of their duties in the company.

**The Influence of Organizational Commitment on Organizational Citizenship Behavior**

Organizational commitment influences Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. This is shown by the indirect effect value of 0.505, with a significant value of  $0.000 < 0.05$ . The results of this research show that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. Organizational Commitment refers to an individual's awareness of the losses they will incur if they leave the organization, while normative commitment shows how an individual can survive in the organization because he feels he has a duty or moral obligation to his organization. Organizational Commitment is a psychological condition that characterizes the relationship between employees (members) and the organization they are in. characterized by members' acceptance of the organization's goals, reflecting individual strengths and member involvement, which shows the suitability of the organization's goals and values, demonstrated through activities supporting the organization's efforts and the decision to continue membership in the organization.

**The Influence of Motivation on Employee Performance Through Organizational Citizenship Behavior**

Motivation influences employee performance through Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. This is shown by the indirect effect value of 0.150, with a significant value of  $0.007 < 0.05$ . The results of this research show that motivation influences employee performance through organizational citizenship behavior (OCB) at PT Pelindo Multi Terminal. Work Motivation is often referred to as Encouragement. This impulse or energy is a movement of the soul and body to act. So the motive is a driving force that moves humans to act, and in their actions they have a certain purpose. Every action carried out by humans always begins with work motivation.

**The Influence of Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior**

Organizational commitment influences employee performance through Organizational Citizenship Behavior (OCB) at PT Pelindo Multi Terminal. This is shown by the indirect effect value of 0.198, with a significant value of  $0.015 < 0.05$ . The results of this research show that organizational commitment influences employee performance through organizational citizenship behavior (OCB) at PT Pelindo Multi Terminal. Organizational Commitment states the definition of organizational commitment as a manifestation of the totality of individual loyalty to the organization's identity. Organizational commitment from employees is a force that is believed to bind someone to be willing to take actions that are relevant to one or more targets (Adhan, Jufrizen, Prayogi, & Siswadi, 2020) . Organizational Citizenship Behavior (OCB) is the positive behavior of organizational members. Positive behavior is reflected in the form of a willingness to work and contribute to the organization.

**CONCLUSION**

The results of research regarding the influence of motivation and organizational commitment on employee performance with Organizational Citizenship Behavior (OCB) as an intervening variable for PT Pelindo Multi Terminal employees conclude that motivation and organizational commitment significantly influence employee performance. Apart from that,

OCB has also been proven to have a positive effect on employee performance. This research also found that motivation influences OCB, and organizational commitment has an influence on OCB. Furthermore, motivation and organizational commitment influence employee performance through OCB, indicating that OCB plays an important role in mediating the relationship between motivation, organizational commitment and employee performance at PT Pelindo Multi Terminal.

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