



Original Article

The Role of Motivation on the Performance of Employees of UPT RSUD Sultan Syarif Mohamad Alkadrie with Job Satisfaction and Organizational Citizenship Behaviour as Mediating Variables

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Abstract:

This study aims to examine the effect of motivation on the performance of employees of UPT RSUD Sultan Syarif Mohamad Alkadrie through job satisfaction and Organizational Citizenship Behaviour (OCB). This study used a quantitative method with Structural Equation Modeling (SEM) data analysis technique. The sample of this study was 100 employees of UPT RSUD Sultan Syarif Mohamad Alkadrie who were randomly selected. The results of this study showed that motivation had a significant effect on job satisfaction, OCB, and employee performance. In addition, job satisfaction and OCB also had a significant effect on employee performance. Thus, the hypothesis of this study was accepted. This study provides implications that to improve employee performance, motivation, job satisfaction, and OCB of employees need to be increased. This study also provides suggestions for further research.

Keywords: motivation, job satisfaction, OCB, employee performance



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Introduction

Organizations in the current global era are faced with pressure to increase efficiency and effectiveness in the face of increasing competition. Focus on human resources (HR) or employees is crucial in maintaining the continuity and success of the organization. Employee performance, the result of the quality and quantity of work that matches their responsibilities, is the main factor in achieving organizational goals. Motivation, as a psychological drive, plays an important role in employee work behavior. Divided into intrinsic (internal desire) and extrinsic (external drive) motivation, both have a significant impact on employee morale, initiative, creativity, and productivity. Organizations need to provide stimuli, such as Employee Income Supplements (TPP), to increase employee motivation. In addition to motivation, Organizational Citizenship Behavior (OCB) also plays a role. OCB is voluntary behavior that goes beyond the core

tasks of employees, such as support for co-workers, extra contributions, and maintaining a positive work climate. OCB has a positive impact on productivity and work atmosphere. Job satisfaction, as a positive evaluation of work, is influenced by internal factors (such as individual characteristics) and external factors (work environment, organizational rewards). Employee job satisfaction plays a role in influencing their performance. Satisfied employees tend to be more enthusiastic, loyal, and productive. Employee performance, as the main indicator of organizational effectiveness, is influenced by motivation, competence, work attitude, work environment, organizational rewards, and performance evaluation. These factors interact and influence the level of employee performance. ([Chaerunnisah., 2021, p. 30](#)).

In the context of UPT RSUD Sultan Syarif Mohamad Alkadrie, a hospital owned by the Pontianak City Government, employee performance is an important factor in achieving organizational goals. With the number of employees divided into various types of professions, managing motivation, OCB, and job satisfaction is key to improving performance and organizational effectiveness. In order to measure the influence of motivation and OCB on performance, with job satisfaction as a mediating variable, UPT RSUD Sultan Syarif Mohamad Alkadrie needs to consider strategies to increase intrinsic and extrinsic motivation of employees, support OCB, and ensure their job satisfaction. Thus, the organization can achieve its goals more efficiently through optimal employee performance.

Methods

This study uses the Partial Least Squares (PLS)-Structural Equation Modeling (SEM) method. PLS-SEM is considered effective because it does not depend on many statistical assumptions, suitable for non-normal data or small samples, and can test theory. In PLS, there are latent variables (exogenous and endogenous) and manifest. Latent variables require measurement indicators, while manifest are direct variables that act as indicators in the path diagram. The indicator model in PLS is divided into formative and reflective. Reflective indicators reflect constructs and follow classical theory, while formative indicators explain construct characteristics. PLS evaluation consists of the measurement model (outer model) and the structural model (inner model). The measurement model requires an assessment of convergent validity, discriminant validity, and reliability. The formative model is tested with substantive content analysis and multicollinearity evaluation. The structural model is evaluated with the coefficient of determination (R-Squares) and direct and indirect influence analysis through the resampling bootstrapping procedure. This evaluation is done to ensure data quality, accurate predictions, and direct and indirect effects of variables in this study. ([Ghozali., 2021, p. 1](#)).

Results

The results of the study on the influence of motivation (X1) on nurse performance (Y) through Organizational Citizenship Behavior (OCB) (Z1) and job satisfaction (Z2) as mediating variables at RSUD Sultan Syarif Mohamad Alkadrie Pontianak City. The results of this study are divided into two analyses, namely descriptive and inferential analysis. Descriptive analysis aims to describe the respondents' responses to motivation, performance, OCB, and job satisfaction. Each uses an interval scale with a range of 1 (one) to 5 (five). Furthermore, inferential analysis aims to test the effect of motivation

on performance with OCB and job satisfaction as mediating variables. This analysis uses SPSS software version 27. The sampling technique is saturated sampling, which is a sample determination technique by using all members of the population as a sample (Sugiyono, 2019). The population size is relatively moderate, namely 93 civil servants. nurses who were respondents in the study. The basis of the analysis was obtained through the processing of primary data, namely from the questionnaire.

To assess the consistency of measurement results when the same phenomenon is measured two or more times with the same measurement tool, a reliability test is performed. This test uses Cronbach's alpha. Table 1 shows the acceptable reliability coefficients with the SPSS 27 program

Table 1. Validity Test Results

Item Pernyataan Motivasi	.Sig (2 Tailed)	ρ^2	Keterangan
Intrinsik 1	0,000	0,748	Valid
Intrinsik 2	0,000	0,695	Valid
Intrinsik 3	0,000	0,457	Valid
Intrinsik 4	0,000	0,575	Valid
Ekstrinsik 1	0,000	0,725	Valid
Ekstrinsik 2	0,000	0,695	Valid
Ekstrinsik 3	0,000	0,555	Valid
Ekstrinsik 4	0,000	0,762	Valid

Item Pernyataan OCB	.Sig (2 Tailed)	ρ^2	Keterangan
Altruism 1	0,000	0,733	Valid
Altruism 2	0,000	0,456	Valid
Altruism 3	0,000	0,614	Valid
Conscientiousness 1	0,000	0,648	Valid
Conscientiousness 2	0,000	0,459	Valid
Conscientiousness 3	0,000	0,709	Valid
Courtesy 1	0,000	0,658	Valid
Courtesy 2	0,000	0,617	Valid
Courtesy 3	0,000	0,695	Valid
Spormanship 1	0,000	0,517	Valid
Spormanship 2	0,000	0,635	Valid
Spormanship 3	0,000	0,695	Valid
Civic Virtue 1	0,000	0,577	Valid
Civic Virtue 2	0,000	0,660	Valid
Civic Virtue 3	0,000	0,695	Valid

Item Pernyataan Kepuasan Kerja	.Sig (2 Tailed)	ρ^2	Keterangan
Kepuasan 1	0,000	0,718	Valid
Kepuasan 2	0,000	0,645	Valid
Kepuasan 3	0,000	0,727	Valid
Kepuasan 4	0,000	0,684	Valid
Kepuasan 5	0,000	0,663	Valid
Kepuasan 6	0,000	0,723	Valid
Kepuasan 7	0,000	0,670	Valid
Kepuasan 8	0,000	0,691	Valid

Item Pernyataan Kinerja	.Sig (2 Tailed)	ρ^2	Keterangan
Input 1	0,000	0,691	Valid
Input 2	0,000	0,670	Valid
Input 3	0,000	0,700	Valid
Input 4	0,000	0,660	Valid
Proses 1	0,000	0,532	Valid
Proses 2	0,000	0,670	Valid
Proses 3	0,000	0,457	Valid
Proses 4	0,000	0,660	Valid
Output 1	0,000	0,670	Valid
Output 2	0,000	0,733	Valid
Output 3	0,000	0,658	Valid

The data showed the results of construct validity test using CFA for four variables: motivation, OCB, job satisfaction, and performance. All indicators used were valid, as they had .Sig (2 Tailed) values less than 0.05 and ρ^2 values more than 0.3. The most valid indicators for each variable were intrinsic 1 and extrinsic 4 for motivation, altruism 1 and conscientiousness 3 for OCB, satisfaction 3 and satisfaction 6 for job satisfaction, and output 2 for performance

To determine the consistency of measurement results that are conducted repeatedly on the same object with the same measurement instrument, a reliability test

is performed. The method used in this test is Cronbach's alpha. The reliability coefficient that meets the standard using SPSS version 27 is shown in Table 2

Table 2. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,960	42

The Cronbach's alpha value for 42 items is 0.960, which indicates that the items have a very high internal consistency. This research involved performing conventional assumption tests, including tests for normality and linearity.

In a regression model, the normality assumption of residuals is required, where the values of the difference between the predicted and observed values follow a normal distribution. To test this assumption, the non-parametric Kolmogorov-Smirnov (K-S) statistical test can be used by comparing the empirical cumulative distribution of residuals with the theoretical cumulative distribution of the normal distribution.

Table 3. Normality Test Results One-Sample Kolmogorov-Smirnov Test.

	Motivasi	OCB	KepuasanKerja	Kinerja
N	93	93	93	93
Mean	36,38	66,58	37,01	48,53
StDev	3,220	6,126	3,023	4,634
Absolute	,157	,086	,166	,111
Positive	,130	,085	,161	,081
Negative	-,157	-,086	-,166	-,111
Test Stat	,157	,086	,166	,111
Asymp .Sig	,000	,085	,000	,007
Monte Carlo .Sig	,000	,087	,000	,007
Lower Bound	,000	,080	,000	,005
Upper Bound	,000	,095	,000	,009

The variables Motivation and Job Satisfaction have Asymp. Sig. values less than 0.05, which means that their data distribution differs significantly from the normal distribution. The variables OCB and Performance have Asymp. Sig. values greater than 0.05, which means that their data distribution does not differ significantly from the normal distribution

Table 4. Linearity Test

Deviation From Linearity	F	Signifikan
Y * Z1	1,665	0,103
Y * Z2	1,341	0,181
Y * X	3,711	0,001

The linearity deviation test assesses the suitability of the relationship between dependent and independent variables whether it is linear or not. Only the relationship between performance and motivation is non-linear (significance 0.001). This is influenced by McGregor's X and Y theory, which states that managers' assumptions about employees affect their motivation and performance. Whereas the relationship between performance and OCB as well as job satisfaction is linear (significance 0.103 and 0.181). This is supported by the social exchange theory, where employees who feel valued tend to show positive behavior in the organization, such as good performance and active participation.

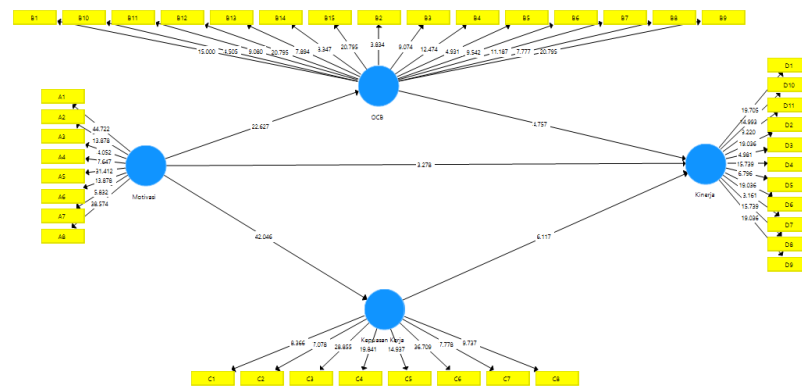


Figure 1. SEM-PLS Diagrams

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kepuasan Kerja -> Kinerja	0,636111	0,64375	0,104167	6117	0.000
Motivasi -> Kepuasan Kerja	0,630556	0,63125	0,022	42046	0.000
Motivasi -> Kinerja	-0.669	-0.699	0,141667	3278	0.001
Motivasi -> OCB	0,589583	0,588194	0,038	22627	0.000
OCB -> Kinerja	0,428472	0,438194	0,090278	4757	0.000

All the relationships in this analysis show statistical significance with p-value values below 0.05. Job Satisfaction stands out with the highest path coefficient (0.916), indicating a strong influence on performance. Conversely, Motivation has a negative path coefficient (-0.669), indicating a negative influence on performance. There is a possibility of an intervening or moderating variable that affects this relationship. Motivation also shows a significant positive influence on Job Satisfaction and OCB, with high path coefficients (0.908 and 0.849). While the relationship between OCB and Performance has a moderate positive path coefficient (0.617), indicating a moderate influence on performance.

Tabel 6. Total Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivasi -> Kinerja	1356	1376	0,110417	8510	0.000

The relationship between Motivation and Performance, through the mediation of Job Satisfaction and OCB, has a significant indirect effect (p-value < 0.05) with a coefficient of 1.356. This indicates that every increase of one unit of Motivation increases Performance by 1.356 units through the mediator. More interestingly, the value of this indirect effect exceeds the direct coefficient (-0.669), indicating that Motivation affects Performance positively when mediated by Job Satisfaction and OCB, but negatively when not mediated by both. Job Satisfaction and OCB appear to be crucial mediators in the Motivation-Performance relationship.

Table 7. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivasi -> Kepuasan Kerja -> Kinerja	0,577083	0,585417	0,099306	5804	0.000
Motivasi -> OCB -> Kinerja	0,363889	0,370139	0,073611	4954	0.000

The relationship between Motivation and Performance, through the mediation of Job

Satisfaction and OCB, has a significant indirect effect ($p\text{-value} < 0.05$) with a coefficient of 1.356. This indicates that every increase of one unit of Motivation increases Performance by 1.356 units through the mediator. More interestingly, the value of this indirect effect exceeds the direct coefficient (-0.669), indicating that Motivation affects Performance positively when mediated by Job Satisfaction and OCB, but negatively when not mediated by both. Job Satisfaction and OCB appear to be crucial mediators in the Motivation-Performance relationship.

Table 8. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kepuasan Kerja -> Kinerja	0,636111	0,64375	0,104167	6117	0.000
Motivasi -> Kepuasan Kerja	0,630556	0,63125	0.022	42046	0.000
Motivasi -> Kinerja	0,477083	0,470139	0.090	7623	0.000
Motivasi -> OCB	0,589583	0,588194	0.038	22627	0.000
OCB -> Kinerja	0,428472	0,438194	0,090278	4757	0.000

The total effect of variables such as Job Satisfaction, Motivation, and OCB on Performance is statistically significant ($pp\text{-value} < 0.05$). Job Satisfaction has a positive effect of 0.916 units, Motivation affects Job Satisfaction by 0.908 units, and Motivation impacts Performance by 0.687 units. Although the direct effect of Motivation-Performance is negative (-0.669), Motivation has a stronger positive influence when mediated by other variables such as Job Satisfaction and OCB. The influence of Motivation on OCB is 0.849 units, while OCB affects Performance by 0.617 units. All these values confirm the significance of the influence of these variables on Performance.

Tabel 9 Outer Loadings

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
A1 <- Motivasi	0,643056	0,643056	0.021	44722	0.000
A2 <- Motivasi	0.575	0,572917	0.060	13878	0.000
A3 <- Motivasi	0,285417	0,279861	0,070139	4052	0.000
A4 <- Motivasi	0.375	0,373611	0.071	7647	0.000
A5 <- Motivasi	0,633333	0,631944	0.029	31412	0.000
A6 <- Motivasi	0.575	0,572917	0.060	13878	0.000
A7 <- Motivasi	0,334028	0,329167	0.082	5832	0.000
A8 <- Motivasi	0,638889	0,6375	0.024	38574	0.000
B1 <- OCB	0,519444	0,522917	0.050	15000	0.000
B10 <- OCB	0,309722	0,306944	0.099	4505	0.000
B11 <- OCB	0,458333	0,456944	0.073	9080	0.000
B12 <- OCB	0,563889	0,5625	0.039	20795	0.000
B13 <- OCB	0,384028	0,383333	0.070	7894	0.000
B14 <- OCB	0,413194	0,413194	0.071	8347	0.000
B15 <- OCB	0,563889	0,5625	0.039	20795	0.000
B2 <- OCB	0,330556	0,336111	0,086111	3834	0.000
B3 <- OCB	0,482639	0,478472	0.077	9074	0.000
B4 <- OCB	0,504861	0,498611	0.058	12474	0.000
B5 <- OCB	0,381944	0,379861	0,077778	4931	0.000
B6 <- OCB	0,486111	0,484028	0.073	9542	0.000
B7 <- OCB	0,495139	0,490972	0.064	11187	0.000
B8 <- OCB	0,419444	0,417361	0.078	7777	0.000
B9 <- OCB	0,563889	0,5625	0.039	20795	0.000
C1 <- Kepuasan Kerja	0,470833	0,465278	0.081	8366	0.000
C2 <- Kepuasan Kerja	0,413194	0,409028	0.084	7078	0.000
C3 <- Kepuasan Kerja	0,624306	0,623611	0.031	28855	0.000
C4 <- Kepuasan Kerja	0,611111	0,611111	0.044	19841	0.000
C5 <- Kepuasan Kerja	0,594444	0,59375	0.057	14937	0.000
C6 <- Kepuasan Kerja	0,629167	0,628472	0.025	36709	0.000
C7 <- Kepuasan Kerja	0,419444	0,415972	0.078	7778	0.000
C8 <- Kepuasan Kerja	0,448611	0,444444	0.066	9737	0.000
D1 <- Kinerja	0,543056	0,540278	0.040	19705	0.000
D10 <- Kinerja	0,516667	0,51875	0.050	14993	0.000
D11 <- Kinerja	0,460417	0,460417	0.072	9220	0.000
D2 <- Kinerja	0,572917	0,570139	0.043	19036	0.000
D3 <- Kinerja	0,397222	0,386806	0,079861	4981	0.000
D4 <- Kinerja	0,520139	0,520139	0.048	15739	0.000
D5 <- Kinerja	0,390972	0,384722	0.083	6796	0.000

Based on the outer loadings table, all indicators show significant loading values (pp-value < 0.05), confirming convergent validity. Indicator A1 has the highest loading (0.926), indicating a strong correlation with the latent variable Motivation, while D7 has the lowest loading (0.341) with a weak correlation to the latent variable Performance. Discriminant validity evaluation can be done using cross loading and Fornell-Larcker criteria. Cross loading requires the correlation value of indicator-latent variable to be higher than with other latent variables. Fornell-Larcker demands the square root of AVE value to be larger than the correlation between latent variables. To test the hypothesis, path coefficient and t-statistic criteria are used. Path coefficient reflects the strength of the relationship between latent variables, while t-statistic determines the significance of the relationship (t-statistic value > 1.96 at the significance level of 0.05 indicates a significant relationship).

Table 10. Outer Weights

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
A1 <- Motivasi	0,139583	0,140278	0.013	14950	0.000
A2 <- Motivasi	0,124306	0,124306	0.009	18852	0.000
A3 <- Motivasi	0.080	0.079	0.022	3647	0.000
A4 <- Motivasi	0,0875	0,0875	0.015	8283	0.000
A5 <- Motivasi	0,134722	0,134722	0.012	15778	0.000
A6 <- Motivasi	0,124306	0,124306	0.009	18852	0.000
A7 <- Motivasi	0,080556	0,079167	0.020	5667	0.000
A8 <- Motivasi	0,138889	0,139583	0.013	15629	0.000
B1 <- OCB	0,084028	0,084722	0.012	9801	0.000
B10 <- OCB	0.072	0.071	0.015	4707	0.000
B11 <- OCB	0.093	0.093	0.011	8499	0.000
B12 <- OCB	0,085417	0,084722	0.012	10472	0.000
B13 <- OCB	0.091	0.091	0.014	6261	0.000
B14 <- OCB	0,070139	0,070139	0.010	10257	0.000
B15 <- OCB	0,085417	0,084722	0.012	10472	0.000
B2 <- OCB	0.060	0.061	0.018	3344	0.001
B3 <- OCB	0.087	0.086	0.012	7155	0.000
B4 <- OCB	0.095	0.093	0.010	9233	0.000
B5 <- OCB	0.059	0.058	0.018	3328	0.001
B6 <- OCB	0,092361	0,092361	0.015	8762	0.000
B7 <- OCB	0.098	0.097	0.009	10494	0.000
B8 <- OCB	0.089	0.088	0.010	8520	0.000
B9 <- OCB	0,085417	0,084722	0.012	10472	0.000
C1 <- Kepuasan Kerja	0,1	0,1	0.015	9363	0.000
C2 <- Kepuasan Kerja	0,088194	0,088194	0.015	8750	0.000
C3 <- Kepuasan Kerja	0,127778	0,128472	0.013	13659	0.000
C4 <- Kepuasan Kerja	0,122917	0,123611	0.014	12317	0.000
C5 <- Kepuasan Kerja	0,11875	0,119444	0.016	10835	0.000
C6 <- Kepuasan Kerja	0,127083	0,127778	0.013	14184	0.000
C7 <- Kepuasan Kerja	0,109722	0,109722	0.014	11240	0.000
C8 <- Kepuasan Kerja	0,104861	0,104861	0.013	11927	0.000
D1 <- Kinerja	0,102778	0,102083	0.012	12000	0.000

From the outer weights table, all indicators show significant weight values (pp-value < 0.05), indicating their formative relevance. A1 has the highest weight (0.201) that gives the largest contribution to the Motivation variable, while D7 with the lowest weight (0.041) has the smallest contribution to the Performance variable. Discriminant validity can be assessed through cross loading and Fornell-Larcker criteria. Cross loading requires the correlation value between the indicator and the latent variable to be higher than with other latent variables. Fornell-Larcker sets the square root of AVE value to be larger than the correlation between latent variables. Hypothesis testing uses path coefficient and t-statistic criteria, where path coefficient reflects the strength of the latent variable relationship and t-statistic determines its significance (t-statistic value > 1.96 at pp-value 0.05 indicates a significant relationship).

Conclusion

Motivation has a positive and significant influence on Job Satisfaction and OCB. Job Satisfaction and OCB have a positive and significant influence on Performance. Motivation has a negative and insignificant direct influence on Performance but has a positive and significant indirect influence through Job Satisfaction and OCB. Job Satisfaction and OCB are capable of partially mediating the relationship between Motivation and Performance. Based on these research findings, it can be concluded that Motivation is an antecedent variable influencing employee Performance through the mediating variables of Job Satisfaction and OCB. Therefore, to enhance employee Performance, UPT RSUD Sultan Syarif Mohamad Alkadrie needs to consider factors that can boost Motivation, Job Satisfaction, and OCB. This research also contributes theoretically and practically to the development of human resource management for UPT RSUD Sultan Syarif Mohamad Alkadrie.

Suggestion

To boost Motivation, the organization should implement self-directed teams and assign performance goals that are challenging but achievable, as well as provide feedback and recognition for employees' efforts and achievements. These strategies have been shown to enhance employees' intrinsic motivation and performance. To boost Job Satisfaction, the organization should enhance employees' intrinsic satisfaction by offering them autonomy, variety, significance, feedback, and identity in their work. These factors have been identified as the core dimensions of job characteristics that influence job satisfaction. The organization should also improve the work environment by fostering a positive organizational culture and providing adequate resources and support. These factors have been found to affect employees' affective and cognitive evaluations of their work. To boost OCB, the organization should increase employees' organizational identification by communicating a clear and attractive vision and values, as well as creating a sense of belonging and commitment among employees. These factors have been demonstrated to influence employees' willingness to engage in extra-role behaviors that benefit the organization. The organization should also encourage workplace happiness and well-being by promoting work-life balance, psychological safety, and positive emotions. These factors have been linked to employees' OCB and performance.

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