Jurnal Manajemen Teknologi

The Influence of Work Motivation and Organizational Citizenship Behavior on Employee Performance in The Rural Bank (BPR) in Bali, Indonesia

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Abstract. The aims of this study is to examine the antecedents of rural bank (BPR) employees' performance in Bali province, Indonesia. Data collected through the use of the questionnaire. Research respondents were 65 people from all BPR Operational Section Heads who used it as a saturated sample. The SEM PLS analysis was performed to investigate the variables of employees motivation, organizational citizenship behaviour (OCB), and employee productivity. The result of the analysis showed that all hypotheses tested were significantly positively related. Through this study, it can conclude that employee performance in the banking sector supported by work motivation and OCB. These indicate the performance of BPR employees. It is necessary to strengthen the variable of work motivation and the OCB itself. Mediation study revealed that the OCB variable mediated the influence of job motivation on employee performance in a positive and significant manner. These suggest that while motivation for working and OCB grows, employee productivity in BPRs in Badung Regency and the city of Denpasar, Bali correspondingly increases.

Keywords: Employee performance, organizational citizenship behavior, work motivation

How to Cite: Suryani, N.K., Supartha, W.G., Saraswaty, A.N., and Wendikasari, L.A.C.S (2025). The Influence of Work Motivation and Organizational Citizenship Behavior on Employee Performance in the Banking Sector in Bali, Indonesia. Jurnal Manajemen Teknologi, 24(1),46-58. doi:10.12695/jmt.2025.24.1.4

Received: April 6th, 2024; Revision: May 29th, 2024; Accepted: April 30th, 2025

Print ISSN: 1412-1700; Online ISSN: 2089-7928. DOI: http://dx.doi.org/10.12695/jmt.2025.24.1.4

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Introduction

Improving employee performance is the main goal of every organization, including rural bank (BPR) sector. Employee performance is determined by many factors such as work motivation and organizational citizenship behaviour (OCB). OCB is voluntary behaviour that goes beyond formal tasks set, while work motivation is the drive or enthusiasm that drives someone to do a job (Esisuarni, 2024).

Research related to the relationship between work motivation, organizational citizenship behavior (OCB), employee performance at Rural Credit Banks (BPR) is very important because BPR is a microfinance institution that plays an important role in local economic development, where employee performance plays an important role in achieving organizational goals. Work motivation and OCB as internal factors of employees influence how they interact with their work and personal lives (Basyid, 2024).

Work motivation is an internal state that ensures the integrity, ambition, and persistence of a person in reaching goals, in order to fulfil the goals established (Robbins & Judge, 2014). Work motivation is an encouragement, both from within and from outside employees, to improve performance.

In BPRs, employee work motivation saw from internal and external indicators. Internal work motivation emphasized: self-development, achievement, responsibility, recognition, and appreciation. External work motivation is an encouragement from the surrounding work environment, namely: compensation, working conditions, job security, and the quality of personal relationships.

According to Ghanbari & Eskandari (2014), motivation has a major effect on employee engagement. Similarly, Nabi et al. (2017) claimed that job motivation has a considerable impact on job satisfaction. Tan et al. (2014), on the other hand, observed that employee motivation had no meaningful effect on

productivity. Organizational Citizenship Behavior (OCB), which refers to new role behaviors far outside the employee handbook, has the potential to significantly impact productivity. OCB has a beneficial effect on the organization's operations. OCB improves performance and enhances companies' adaptability (Margahana et al, 2018). Thus, OCB is a new employee role behavior that positively influences employee and organizational success (BPRs). Mushtaq et al. (2014) and Moradi (2015) explored the relationship between work engagement and OCB, and found that it had a substantial influence. Tan et al. (2014), on the other hand, revealed no difference impact of job motivation on OCB.

Although there has been a lot of research conducted on work motivation, OCB, and employee performance, but research that focuses on BPR is relatively rare and previous research has found inconsistent results. Widyastutui and Palupiningdyah (2015) found that OCB has a significant positive influence on employee performance, in contrast to the research results of Heirzadeh and Mirvaisi (2013) who found that OCB had no influence on employee performance. Widyastuti and Palupiningdyah (2015) studied the influence of job satisfaction and motivation on employee performance with OCB as an intervening variable. The results showed that job satisfaction and motivation had a significant positive influence on OCB, while research conducted by Putrana et al. (2016) found that job satisfaction and motivation had no influence on OCB.

Therefore, this study was conducted with the aim of filling the gap by conducting specific research on BPR in Bali. This study is expected to provide a significant contribution of knowledge for the human resource management, to develop more effective and sustainable employee performance improvement strategies of operational BPR.

Theoretical Reviews Work Motivation

Motivation comes from the word *monvere* which means drive or driving force and the English "to move," which means to move, another term of motivation by various opinions, namely the need, want, and encouragement. The notion of motivation is used to describe wishes to operate, orientation or choice, intensity or effort, persistence, and accomplishment or real job performance (Hanafi et al, 2018). Motivation is a constant individuals working efforts towards accomplishing the organizational goals and objectives (Robbins & Judge, 2014). Work motivation also mentioned as an ability possessed by an individual both from within (intrinsic) and from the work environment (extrinsic) to achieve job satisfaction that has an impact on improving performance in organizations (Dharma, 2018).

At the same time, Luthans (2011) mentioned that there are two drives, namely intrinsic and extrinsic, which might inspire somebody to obtain pleasure at work, and this can be quantified by a SWOT analysis (Tahu et al., 2020). Thus, this study's motivation is a psychological condition or state in a person that will arouse or move and make someone remain interested in carrying out activities, both internally and externally, to achieve the expected goals. Tan and Waheed (2011) stated that extrinsic and intrinsic motivators determine work motivation. Intrinsic motivators include achievement, recognition, responsibility, progress, work, and the possibility of developing. In contrast, extrinsic motivators include personal life, salary, working conditions, job security, relationships with friends and superiors, and policies.

In this study, work motivation formed by indicators of extrinsic motivation and intrinsic motivation (Adamma et al, 2018). Extrinsic motives have included the workplace environment, salary, heath care equipment, occupational health standard operating procedures, connections with coworkers, BPR policies for delivering services, and employee

feedback. Meanwhile, intrinsic motives include support for accomplishment, self-esteem, great service, commitment, and professional advancement. Therefore, based on supporting research from Tan and Waheed (2011), Luthans (2011), Ghanbari and Eskandari (2014), Nabi et al. (2017), Azar and Shafighi (2013), the first hypothesis proposed is as follows:

H1: Work motivation has a significant effect on employee performance.

Organizational Citizenship Behavior (OCB)

OCB is a new personal work behavior that is not limited to the following known in the workplace and has the potential to improve the efficacy of organizational operations. Kumar et al. (2009) characterized OCB as personal actions that leads to organizational success. OCB mentioned as a new employee role behavior that exceeds the formal role of the community, whether real or not real. According to Shweta and Jha (2009), OCB is defined as activities in whatever manner that are performed out at the initiative of employees to assist the firm without expectation of reward. Thus, an organization's performance is determined not only by its employees' essential responsibilities, but also by their desire to help, provide advice, actively engage, provide additional services to service customers, and spend their work time efficiently. Rastgar et al. (2014) explained that employees who engage in new behavior would surely increase their performance. In this sense, OCB is a recognition to support employees in authoritative choices, and partaking in the organization's future will expand their uplifting mentalities towards the company (Tokay & Eyupoglu, 2018).

Organizational Citizenship Behavior interpreted as the behavior/attitudes of workers who exceed formal roles. Just several theoretical research investigate the link between antecedent factors, namely Organisational Citizenship Behavior (OCB), and employee productivity. Saeedy and Rastgar (2015) created OCB with five dimensions: altruism, civic virtue, conscientiousness, civility, and sportsmanship.

In this study, OCB measured by indicators that put others' needs first, wise behavior, cautiousness, courtesy, and complacency. More specifically, it defined prioritizing others' needs as the conduct of assisting other employees without compulsion on duties directly connected to BPR operations. Wise behavior is behavior that demonstrates workers' engagement in others' BPR operations. Cautiousness is not wasting time on activities that are not helpful; Politeness is conduct that seeks to prevent workplace conflicts with coworkers in BPR. Minimizing complain is an attitude that brings the BPRs in a positive direction.

Therefore, based on supporting research from Widarko & Anwaroding (2022), Tai et al. (2012), Harwiki (2013), Ghanbari and Eskandari (2014), Serim et al. (2014), the second hypothesis proposed is as follows: H2: Organization Citizenship Behavior (OCB) has a significant effect on employee performance.

Based on supporting research from Robbins and Judge (2014), Mushtaq et al. (2014), Moradi (2015), the third hypothesis proposed is as follows:

H3: Work motivation has a significant effect on Organization Citizenship Behavior (OCB).

Employee Performance

Performance is the work of quality and quantity accomplished by an employee in carrying out duties according to the obligations entrusted to them (Robbins & Judge, 2014). According to Luthans (2011), performance is related to the personnel department's assessment of employee performance or success. Based on this definition, performance is a work result that is achieved by each employee after carrying out work tasks based on the quota and time that has determined. Employee who satisfy with their job will work and perform productive in the workplace (Suryani et al., 2021).

Each employee's ability to carry out work activities and roles is the primary source of individual variations in employee performance.

For this reason, employee performance comprises of employee conduct in performing out their task and work targets that are met in accordance with company goals (Dharma, 2018). Performance of employees may be measured individually using a variety of factors, including quality, quantity, punctuality, efficiency, independence, and job dedication. In this study, employee performance was assessed using a mix of Luthans' (2011) measuring indicators: quality, quantity, duration, attendance, and collaboration. Further criteria will use as follows: quality is the employee carrying out his duties following the job description, quantity is the employee reaches the target of work determined by the BPR, timeliness is the employee can use work time effectively to complete their tasks, attendance is disciplined behavior of the employees in terms of attendance at work and cooperation is that employees can work together with other colleagues. Therefore, based on supporting research from Ghanbari and Eskandari (2014) and Tan et al. (2014), the fourth hypothesis proposed is as follows:

H4: The role of OCB in mediating the effect of work motivation on employee performance.

Research Methodology

Research Model

Focuses on the conceptual studies, a research model was developed, as illustrated in Figure 1.

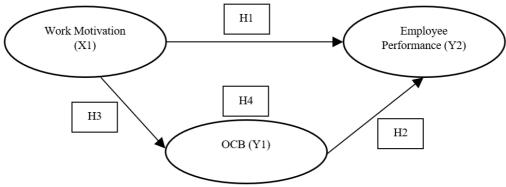


Figure 1.
Research model

Research Location, Population, and Sample

The research object was 65 Rural Banks (BPR) in Badung regency and Denpasar city, Bali Province, Indonesia, following the recommendations of the Association of Indonesian Rural Bank (PERBARINDO) and based on data from https://www.ojk.go.id. The sample is determined by saturated sampling, the entire population is used as a total sample of 65 people. Saturated sampling is a sampling determination technique when all members of the population are used as samples (Sugiyono, 2013:122),

The factors under investigation include work motivation, Organization Citizenship Behavior (OCB), and employee performance. The population and respondents were the entire BPR Operational Section Heads. Reason of selection of the Head of Operations as a key respondent because they are the person who knows the variables being studied, they are responsible for all activities in the operations

of each BPR including knowing about employee motivation, OCB and employee performance.

Data collection by online qquestionnaire and direct observation, it is analysed using descriptive analysis with analytical tool Structural Equation Model (SEM), namely the SEM-PLS (Structural Equation Model-Partial Least Square) (Hair et al., 2010).

Test Research Instrument

Reliability Test.

According to Hair et al. (2010), reliability is an instrument of data measurement. The resulting data is reliable or trusted if the instrument consistently raises the same results every time a measurement. Variables are considered dependable if the Cronbach alpha coefficient is greater than 0.60. Reliability test result shown that all those variable data are reliable (Table 1).

Table 1. Result Of Instrument Reliability Test

Variab les	Cronbach's Alpha	Result
Work motivation	0.955	Relia ble
OCB	0.959	Relia ble
Employee performance	0.967	Relia ble

Validity Test.

The validity procedure was done to examine how participants perceive each statement in the study instrument. Collected factors were considered legitimate if their correlation coefficient (r count) exceeded 0.3. Based on the findings of assessing the validity of research tools, obtained person correlation for each item of the statement (there is 38 items statement) ranging from 0.704 to 0.926. Thus that all items of the statement are declared valid.

Results and Discussion

Structural Equation Testing Results Evaluation of Measurement Model (outer model).

Using data analytic techniques with SEM-PLS to analyze the outer model involves three criteria: convergent validity, composite reliability, and discriminant validity (Hair et al. 2010)

a. Convergent Validity

In this study, the factor loading value saw in the combined loading and cross-loading output. The criteria for determining if the outer model fulfills the convergent validity criterion are: (1) loading must be above 0.70, and (2) the value of p is significant (<0.05), (Hair et al. 2010).

The research shows that work motivation factors, including extrinsic and intrinsic motivation, have an outer loading value of higher than 0.70 and a level of significance of <0.05. Of the two indicators used, the outer loading value is equal to 0.988.

Because all indicators have an outer loading of more than 0.70, these 2 (two) indicators are valid indicators for measuring work motivation variables.

Variable organizational Citizenship behavior (OCB) measured by indicators: prioritizing others' interests, wise behavior, cautiousness, politeness, and minimizing complain has an outer loading value of more than 0.70 and has a significance <0.05. The indicator of not grumbling mindset has the greatest outer loading value (0.959). Since all five indicators have had an outer loading greater than 0.70, they are suitable for evaluating organizational citizenship behavior (OCB) variables. Employee performance variables measured by indicators: quality, quantity, timeliness, attendance, and cooperation have an outer loading value of more than 0.70 and have a significance < 0.05. The collaboration indicator has the greatest outer loading value, at 0.965. Since each indication has an outer loading greater than 0.70, these five indicators are valid indicators for measuring employee performance variables.

B. Discriminant Validity

Discriminant validity of the measurement model with reflecting indicators was evaluated using constructed cross-loading assessments. Table 2 displays the findings of the discriminant validity evaluation.

Table 2. Discriminant Validity

Variables	AVE	AVE root	Correlation		
variables	AVE		Motivation	OCB	
Employee performance	0,943	0,971			
Work motivation	0,988	0,994	0,988		
OCB	0,973	0,986	0,962	0,907	

Table 2 shows that the three variables' results have Average Variances Extracted (AVE) values > 0.50. All variables have a greater AVE root than that of the correlation coefficient among one variable and another, indicating excellent discriminant validity.

Table 3. *Composite Reliability*

C. Composite Reliability

The dependability of a construct derived from composite reliability (Hair et al. 2010). Composite reliability measures internal reliability, which must be greater than 0.60, and compares AVE roots to correlations between constructs, which must be greater than 0.50. Composite Reliability calculation results described in Table 3.

No.	Variables	Composite Reliability	
1	Employee performance	0.976	
2	Work motivation	0.988	
3	OCB	0.959	

Table 3 demonstrates that the composite reliability value of all constructions is greater than 0.60, meeting the dependability criterion. Based on the findings of the entire evaluation, including both convergent discriminant validity and composite reliability, it is possible to infer that the indicators as a measure of latent variables are accurate and reliable.

Structural Model Testing (Inner Model)

The inner model is a substantial theory-based description of the connection among latent variables. The inner model testing results can illustrate the link between constructs by evaluating the significance and R-square scores of the research framework (Hair et al. 2010).

Table 4 shows that the R-square value of the performance evaluations variable is 0.983. Work motivation and organizational citizenship behavior explain 98.3 percent of the built variable of employee performance, whereas factors outside the model account for 1.97 percent. Similarly, work motivation accounts for 92.6 percent of the organizational citizenship behavior variable, with other factors accounting for 7.4 percent.

Table 4. R-Squares Value

No.	Dependent Variables	R-Square
1	Employees' performance	0.983
2	Organizational Citizenship Behavior	0.926

Aside from R-square, the quality of fit model is assessed using Q-square. Q2's magnitude ranges from 0 to 1. The closer it gets to one, the stronger the model is; the size of Q2 corresponds to the total determining coefficient in route analysis. The goodness-of-fit model is calculated as follows:

According to the preceding computation, job motivation and organizational citizenship behavior account for 99.87 percent of personnel performance factors, with the remaining 0.13 percent accounted by variables that are not included in model. Figures 2 and 3 show the path diagrams for the hypothesis test findings and the statistics test (bootstrapping).

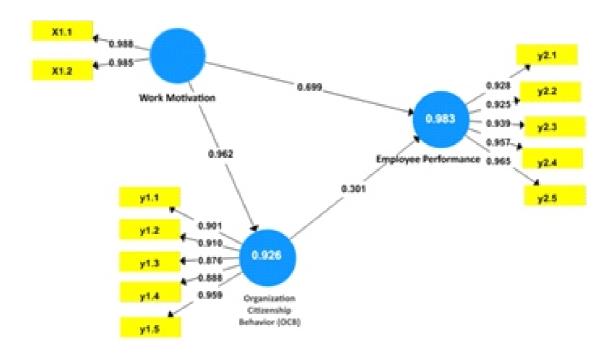


Figure 2. Path Diagram of Hypothesis Test Results

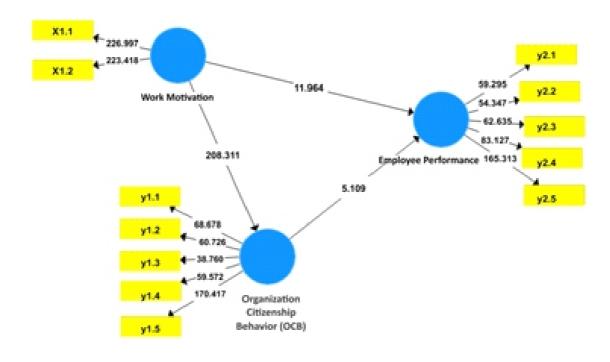


Figure 3. Statistics Test (Bootstrapping) Path Diagram.

Table 5.

Result Of Inner Model

No.	Direct/indirect	Original	Standard	T	P-	Remarks
	Influences	Sample	Deviation	Statistic	Value	
		(O)	(STDEV)	(O/Sterr)		_
1	Work motivation> employee	0.699	0.054	12.955	0.000	Significant
_	performance					-
2	Work motivation> OCB	0.962	0.005	203.31	0.000	Significant
3	OCB> employee performance	0.301	0.054	5.534	0.000	Significant
4	Work motivation> OCB> employee performance	0.289	0.058	4.978	0.000	Significant

Hypothesis Testing

Table 5 described OCB's path coefficient in predicting the effect of work motivation on employee performance presented in Table 5.

In this study, T-table values with a significance of 5% DK = 62 were obtained, which were 1,989. Considering the path coefficients, it turns out that all t-statistic values are above 1,989. T-statistics values above 1,989 stated to have a significant effect—discussions for each hypothesis presented in the following sections.

The Direct Effect of Work Motivation on Employee Performance

The initial hypotheses findings suggest that the influence of work motivation on employee performance has a path coefficient of 0.699 and a t-statistic value of 12,955. The t-statistic value is greater than the t-table value of 1,989. The path coefficient and t-statistic values indicate that the work motivation variable has a positive and significant influence on job performance. This means that when the employee's motivation improves, so will his or her performance. These indicate that Hypothesis 1 is established (the results of data analysis support Hypothesis 1).

They were pointing to the results of hypothesis testing, which demonstrated that the work motivation variable had a positive and substantial impact on employee performance factors. Better work motivation would boost BPR employees' productivity in Badung Regency and Denpasar. The findings of this study are consistent with those of Tan and Waheed (2011), Luthans (2011), Ghanbari and Eskandari (2014), Nabi et al. (2017), and Azar and Shafighi (2013). They said that job motivation has a good and considerable impact on employee performance.

The Direct Influence of OCB on Employee Performance

The second hypothesis findings suggest that the impact of OCB on employee performance has a path coefficient of 0.301 and a t-statistic of 5,534. The t-statistic value exceeds the t-table value of 1,989. Based on the path coefficient and t-statistic values, the OCB variable has a positive and substantial effect on job performance. This means that if the employee's OCB improves, so will their performance level. This implies that Hypothesis 2 is verified (the results of data analysis support Hypothesis 2).

The findings of hypothesis testing demonstrate that the OCB variable has a positive and substantial effect on employee performance factors. Better OCB will increase BPR staff' performance in Badung Regency and Denpasar. The findings of this study are consistent with those of Widarko and Anwaroding (2022), Hanafi et al. (2018), Harwiki (2013), Ghanbari and Eskandari (2014), and Serim et al. (2014), who found that Organization Citizenship Behavior (OCB) had a beneficial and significant effect on employee performance.

Alhamda dan Sanusi (2006) found OCB affects employee performance, with this behaviour causing social interactions between members of the organization to become smoother, reducing the internal conflict, and increasing efficiency. Employees have the awareness to do work outside their job descriptions in order to facilitate work operations and company performance. They voluntarily carry out extra roles as a form of employee loyalty to the company, so it is proven that OCB has a strategic role in improving employee performance.

The Direct Influence of Motivation on OCB

The final hypothesis testing findings revealed that the influence of work motivation on OCB had a path coefficient of 0.962 and a t-statistic of 203,310. The t-statistic value exceeds the t-table value of 1,989. Based on the path coefficient and t-statistic values, the work incentive variable has a positive and substantial effect on OCB. This indicates that the higher the work motivation, the greater the OCB will be. This implies that Hypothesis 3 is validated (the results of data analysis support Hypothesis 3).

The findings of hypothesis testing demonstrate that the work motivation variables have positive and substantial effect on the OCB variable. Better employment motivation would enhance Organization Citizenship Behavior (OCB) at People's Credit Bank in Badung Regency and Denpasar City.

The findings of this study are consistent with those of Robbins and Judge (2014), Serim et al. (2014), and Moradi (2015), who found that job motivation has a strong positive and significant influence on Organization Citizenship Behavior (OCB).

The Role of OCB in Mediating the Effect of Work Motivation on Employee Performance

The involvement of OCB in mediating the influence of work motivation on employee performance has a path coefficient of 0.289 and a t-statistic of 4.978. The t-statistic value exceeds the t-table value of 1,989. Based on the path coefficient and t-statistic values, OCB variables have a positive and substantial influence in moderating the impact of work motivation on employee performance. This means that when job motivation and OCB strengthen, so will the employee's performance. Due to the perceived direct influence of work motivation on employee performance by 0.699> from the indirect consequence, it can be said that OCB is a partial mediation between work motivation and employee performance.

The test findings show that the OCB variable modifies the influence of motivation on employee performance in a favorable and substantial way. This means that higher job motivation and OCB will boost employee performance. The findings of this study are consistent with those of Ghanbari and Eskandari (2014) and Tan et al (2014). They claimed that job motivation had a considerable influence on employee performance using OCB.

Widyastuti and Palupiningdyah (2015) found that OCB mediates Motivation towards Employee Performance, when an employee has intrinsic motivation it will give rise to feelings of pleasure at work and will work beyond the company's targets (OCB), with the emergence of OCB they will work good and will produce their best performance. When an employee has a sense of satisfaction in working, the employee will be happy and motivated in the work routine, thus giving rise

to an attitude of working beyond the company's target. After the employee feels happy, their performance will increase.

Conclusion

Human resources are the primary assets that are critical to the growth and achievement of firm or organizational objectives. To flourish, a business need employees that will go above and beyond their official obligations and achieve results that surpass expectations. Companies want workers to be motivated at work and capable of performing duties that are not included in their job descriptions. Multiple studies have shown that enthusiastic organizational personnel that exhibit strong OCB outperform other organizations. This study also shown a link between motivational factors, OCB, and employee productivity.

The analysis and discussion of this study's findings revealed that all of the factors evaluated were positively and substantially associated. Motivation and OCB have a substantial beneficial influence on employee performance, therefore raising work motivation and OCB improves employee performance at BPR in Badung Regency and Denpasar.

Mediation study revealed that the OCB variable mediated the influence of job motivation on employee performance in a positive and significant manner. This means that when employee engagement and OCB improve, so does employee performance in BPRs in Badung Regency and Denpasar.

These results prove that work motivation and OCB have a big impact on employee work results, where when an employee decides to carry out tasks or work outside of their responsibilities or obligations, they will be motivated to work harder to achieve organizational goals.

Declarations

Author contribution

All authors contributed equally as the main contributors of this paper. All authors read and approved the final paper.

Funding statement

The authors declare that this research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Competing interest

The authors declare that they have no conflicts of interest to report regarding the present study

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