

# The effect of workload on organizational citizenship behaviour (OCB) with work motivation in Islamic perspective as a mediating variable

**Sutrisno & Mutiara Indriasari**

Department of Shariah Economic,  
Faculty of Islamic Studies, Muhammadiyah University of Yogyakarta  
e-mail: sutrisno@umy.ac.id; mutiaraindriasari06@gmail.com

## **Abstract**

*This research aims at identifying the impact of workload toward Organizational Citizenship Behavior (OCB) and the mediating role of work motivation in Islamic perspective on the impact of workload toward OCB. This research was conducted at BPRS Madina Sejahtera Yogyakarta. Sample used in the research were in total of 31 respondents which were compiled through saturated sampling technique. Data compiling were done through questionnaire and interview. The analysis tool used was SmartPLS 3.2 of outer model and inner model. The research result showed that workload had directly given a positive and significant impact toward OCB; which indicated that the increase of employees' workload is in line with the increase of employees' OCB. Besides, work motivation in Islamic perspective had been serving as the competitive partial mediation which indicated that Islamic work motivation had partially mediated the impact of workload toward OCB.*

**Keywords:** *Workload; OCB; work motivation in Islamic Perspective.*

## **Abstrak**

*Penelitian ini bertujuan untuk mengetahui pengaruh langsung beban kerja terhadap Organizational Citizenship Behavior (OCB) dan peran mediasi motivasi kerja Islam pada pengaruh beban kerja terhadap OCB. Penelitian ini dilakukan di BPRS Madina Sejahtera Yogyakarta. Sample yang digunakan dalam penelitian ini berjumlah 30 responden dengan Teknik pengambilan sample jenuh. Pengambilan data dilakukan dengan menggunakan kuisisioner dan wawancara. Alat analisis yang digunakan adalah SmartPLS 3.2 yang berupa uji model pengukuran (outer model) dan model struktural (inner model). Hasil penelitian menunjukkan bahwa secara langsung beban kerja berpengaruh positif dan signifikan terhadap OCB yang artinya peningkatan beban kerja karyawan seiring dengan peningkatan perilaku OCB pada karyawan. Selain hal tersebut motivasi kerja dalam perspektif Islam memediasi secara competitive partial mediation yang artinya motivasi kerja Islam memediasi secara sebagian hubungan antara beban kerja terhadap OCB.*

**Kata kunci:** *beban kerja, OCB, motivasi kerja dalam prespektif Islam*

## **A. INTRODUCTION**

Human resources in a company is an asset owned by a company whether or not a company depends on the human resources owned by the company (Edison et al., 2017). Moreover, companies must pay attention to, maintain and support their employees at work. One of the employee's perceived problems is the workload, if the workload is too heavy it will cause work stress, fatigue, decreased concentration in work, speed and accuracy in doing the work is reduced. so that if this is not immediately addressed it will have an impact on employee performance that declines such as employees cannot achieve the targets set by the company within the given timeframe.

Gomes (2003) states that work motivation is a set of psychological processes that can lead to movement, direction and persistence of voluntary attitudes that lead to corporate goals. Moreover, the factor can affect work motivation, namely (1) individual factors in the form of needs, goals, attitudes

and abilities; (2) organizational factors such as salary, job security, co-workers, supervision, praise and the work itself. While the spelling motivation in the Islamic perspective in Rahman Research is a work commitment that involves someone with his god. Employees who have high work motivation will have a good impact on the company because employees will always be motivated and try to always work well in accordance with company goals, this research has implications in the Islamic perspective, where employees who have Islamic motivation other than have good work motivation, employees also instill Islamic values in their work so that work behavior that arises will lead to positive things, such as working with persistent intentions, always trying and working hard (trust), involving God in all its problems, have a harmonious behavior to co-workers who want to help for the smooth running of the work and assume work is one form of worship to God that must be accounted for so that employees work optimally (Rahman, 1995).

Permendagri (2008) states that workload is a group or a number of jobs that must be completed by a company unit or position holder within the period stipulated by the company. Moreover, factors affecting workload according to Gibson (2009) are (1) time pressure; (2) work schedules or work hours; (3) unclear roles and role conflicts; (4) noise; (5) too much information; (6) temperature or bad weather; (7) repeated actions; (8) responsibilities. Workload can negatively affect performance if employees cannot handle it well or the work they do is not in accordance with the capabilities that employees have. Employees who have workloads that are too high will exhibit unfavorable behavior and will harm the company. Emerging behavior will prevent the company from achieving the company's goals (Bolino, Hsiung, Harvey, & LePine, 2015)

Research conducted by Jumadi (2019) shows that workload has a negative effect on OCB and employee performance means that the higher the workload, the OCB behavior and employee performance will decrease. Further research, Kumar et al (2019) shows the result that high workloads will negatively affect negative on OCBI (Organizational Citizenship Behavior Individual) but positively influential on OCBO (Organizational Citizenship Behavior Organization) means that employees have excessive workloads so that behavior to help the work of their co-workers decreases (OCBI) but the behavior to help their companies is very high (OCBO) . Whereas Dwomoh's research (2019) shows that high workload will have a positive effect on altruism and employee loyalty indicators, meaning that employees who have high workloads, OCB in indicators helps their colleagues work (altruim) and their loyalty increases.

Afandi (2018) explains that Organizational Citizenship Behavior (OCB) is a behavior of an employee to carry out work outside of his duties or responsibilities solely done for the progress and profits of his company. OCB can have a positive impact on performance and can improve employee performance stability as outlined in the research Darmawan & Mujiati (2017) shows that OCB has a contribution to an organization that can improve organizational performance stability. Employees who have OCB behavior greatly benefit the company because employees work.

There are inconsistencies in previous research on workload on OCB, so this study will examine the extent of the effect of workload on OCB and try to apply it through mediating variables. The variable is named as work motivation in an Islamic perspective that is able to give effect to the relationship of workload and OCB. Thus, the main purpose of the paper is to determine the effect of workload on Organizational Citizenship Behavior (OCB) with work motivation in an Islamic perspective as a mediating variable that has not been specifically conducted before.

## **B. LITERATURE REVIEW**

Human resource management plays an important role in determining the effectiveness and competitiveness of companies (Tjahjono, Palupi, & Dirgahayu, 2016). Moreover, according to Ulrich (1997), there are four categories of strategic human resources roles, namely as strategic partners, administrative experts, employee champions and agents of change, therefore all human resources problems in a company must always be considered properly. It can therefore be said that human beings are strategic resources that must be considered, maintained and developed (Shao, Zhou, Gao, Long, & Xiong, 2019).

Jumadi (2019) shows that the workload can be seen from the performance of employees and one of the work attitudes that has a positive impact on performance and can improve performance stability is the Organizational Citizenship Behavior (OCB). In addition, concluded that the workload had

a negative and significant impact on the performance of employees, which means that the workload would increase, thus reducing the performance of employees. Thus, that the same thing that the workload has a negative effect on the performance of employees (Ramadianty, D., & Aini, 2018).

Pratamiaji et al. (2019) shows that OCB behavior is controversial in an organization that can improve the stability of organizational performance. Understanding OCB according to Afandi (2018: 181) explains OCB is the voluntary behavior of a worker to perform tasks or work outside his or her responsibilities or obligations for the progress or profit of his or her organization. In order to prevent the emergence of OCB behavior in employees from the basic chest of employees who have too much workload. However, explains that the workload has a negative impact on OCB, which means that when the workload increases, OCB behavior will decrease. Thus, when employees experience workloads that are too much it will not help colleagues because they focus on their own work (Jumadi et al., 2018).

Kumar et al. (2019) shows that the workload has implications for OCB and explains that employees with a high workload are more likely to be strongly linked to the need for roles to help the organization and tend to be weak to be voluntary in helping their coworkers. In addition, this study divides OCB into two types: Organizational Citizenship Behavior Organization (OCBO) and Organizational Citizenship Behavior Individual (OCBI) with workload results that are positively related to OCBO and negatively related to OCBI.

Tiyasiningsih et al. (2016) shows that workload can increase the motivation of employees to work and prove the impact of workload on work motivation by 25.2 per cent, which means that a higher workload will increase the motivation of employees and increase the workload will motivate employees to work. Moreover, it is in line with the study that the results of a positive relationship between workload and work motivation so that the workload can stimulate the work motivation of employees (Utaminigrum et al., 2017).

Febriani (2016) shows that there are positive and significant outcomes between work motivation towards OCB. Further research conducted at Bank Syariah Mandiri Ungaran shows that the motivation for work has a positive and significant impact on OCB and explains that the higher the motivation for work among employees, the higher the behavior of OCB among employees. This is because the motivation that arises will encourage employees to help other coworkers because the needs of employees have been met (Rifqie, Studi, Syariah, Ekonomi, & Bisnis, 2019).

Jumadi et al. (2018) shows how the impact of workload and work stress on the Organizational Citizenship Behavior (OCB) and the performance of PT employees. Multitek Indopanca Jakarta shows that the workload has a negative impact on OCB. Apart from the workload of bank employees on their performance through work motivation variables, employees' performance is directly affected and employees' performance is indirectly affected (Ni'mah, U., 2016).

Rifqie et al. (2019) shows how the effect of work motivation on OCB with organizational commitment as a variable variable shows that work motivation has a positive and significant impact on OCB. In addition, the influence of workload and training on motivation and work performance of Bank Muamalat Indonesia Pekanbaru Branch revealed the indirect effect of employee motivation between workload and work performance (Tiyasiningsih, et al., 2016).

Dewi & Riana (2019) shows how the impact of work motivation, organizational commitment and job satisfaction on OCB has shown that work motivation has a positive impact on OCB. In addition, the mediating role of work motivation on emotional intelligence and organizational commitment to OCB government employees has a positive impact on OCB. There are also direct and positive effects of emotional intelligence on motivation, organizational commitment to motivation and emotional intelligence on organizational commitment (Biswan, 2019).

Rauf & Kumar (2019) shows that working to help or help work as predictors of organizational citizenship behavior shows that there are two OCBs, Individual OCBs (OCBIs) and Organizational OCBs (OCBOs) with the result that people who have a lot of workload are more likely to help themselves than OCBO to help the company. In addition, the effect of workloads and compensation on work motivation at the Sasmita Jaya Foundation shows that workload has a significant impact on work motivation (Haryati, 2019).

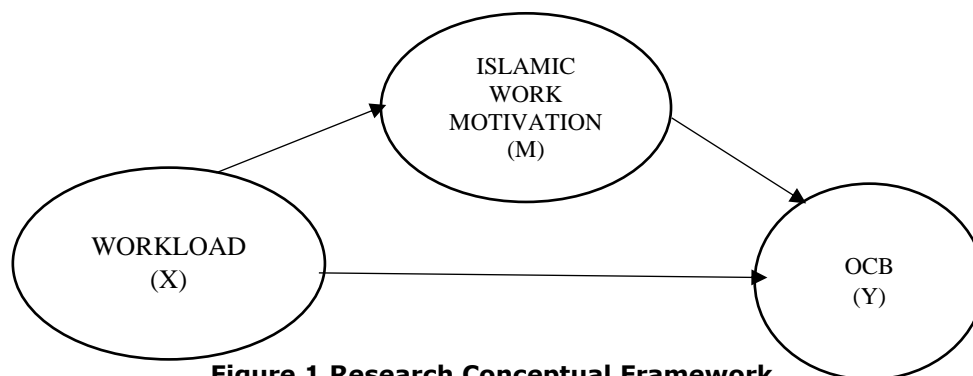
Febriani (2016) shows the influence of work motivation on OCB employees of PT Pelindo III (Persero) Surabaya's Tanjung Perak branch, there is a work motivation that has a positive and significant impact on OCB. In addition, the Effect of Organizational Citizenship Behavior on the Performance of

Employees of Kumasi Technical University: Moderating Role of Work The overload of work as a quasi-moderator has a negative effect on OCB as measured by virtue and civil courtesy indicators, but will have a positive impact on altruism and awareness indicators (Dwomoh et al., 2019).

### C. METHODOLOGY

This research is a quantitative type of research by testing hypotheses about the effect of workload on Organizational Citizenship Behavior (OCB) with work motivation in an Islamic perspective as a mediating variable in BPRS Madina Mandiri Sejahtera Yogyakarta. The assessment of this instrument is to use a Likert scale with criteria such as: 1: Strongly Disagree (STS), 2: Disagree (TS), 3: Netral (N), 4: Agree (S), 5: Strongly Agree (SS) .

Sugiyono (2015) explains that the population is a generalization area that consists of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then the population conclusions drawn in this study are BPRS Madina Yogyakarta. The sample technique used is saturated sample. Moreover, Sugiyono (2017: 85) explains that saturated sample is a technique for determining the sample when all members of the population are sampled, this is used if the population is relatively small. The sample in this study was all employees of BPRS Madina Yogyakarta with a population of 31 respondents. Furthermore, data collection in this study used questionnaires and interviews. The analysis tool used is SmartPLS 3.0. The conceptual framework of the study can be seen in Figure 1 as follows:



**Figure 1 Research Conceptual Framework**

The hypothesis can be formulated as follows:

H1: Workload positively and significantly influences the Islamic work motivation of employees of BPRS Madina Yogyakarta. Referring to research conducted by Handono et al (2019) with the results of research that workload has a positive and significant effect on work motivation.

H2: Islamic work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) employees of BPRS Madina Yogyakarta, referring to the research of (Rifqie et al., 2019) and (Biswan, 2019) with the research results having a positive and significant effect on OCB.

H3: Workload has a negative effect on Organizational Citizenship Behavior (OCB), referring to the research of (Jumadi, 2019), (Kumar et al., 2019) and (Dwomoh, G., Gyamfi, L., & Luguterah, 2019) with the results of the workload research having a negative effect on OCB.

## D. RESULT AND DISCUSSION

In using SmartPLS 3.0, testing can be done with two events, namely testing the measurement model (outer model) and structural model testing (inner model) which will be explained as follows:

### a. Measurement Model (Outer Model)

This model is used to test the validity and reliability of research, in testing validity can be done by two methods, namely Convergent Validity and Discriminant Validity while for reliability testing can be done with two events by looking at the value of Cronbach Alpha and Composite Reliability.

#### 1. Testing the Validity of Research

a) *Convergent Validity*, this test can be seen from the value of the loading factor, with the condition that the loading factor value is greater than 0.5 if there is a loading factor value of less than 0.5 then the value must be re-estimated or eliminated. In this study there are 24 variables consisting of 8 indicators for workload variable (X), 10 indicators for Organizational Citizenship Behavior (OCB) variable (Y) and 6 indicators for work motivation variable in Islamic perspective (M). All the loading factor values of the indicator variables in this study already meet the requirements of greater than 0.5 except two indicators of workloads namely BK 4, BK 6 and two indicators of Organizational Citizenship Behavior (OCB) namely OCB 2, OCB 3 which must be re-estimation.

b) *Discriminant Validity*, this test can be done by comparing each Square Root Average Variance Extracted (AVE) with the correlation value between variables in the model (Ghozali & Latan, 2015) with the AVE value must be greater than 0.5. In this study the AVE square value of the workload is 0.746 where the value is greater than the AVE value between constructs, that is 0.556, the AVE square value of OCB is 0.787 where the value is greater than the AVE value between constructs that is 0.619 and the AVE squared value of work motivation in Islamic perspective is 0.782 where the value is greater than the AVE value of correlations between constructs that is 0.612. It can be concluded that the measurement model is declared valid because it meets the criteria of Convergent Validity and Discriminant Validity.

#### 2. Research Reliability Testing

**Table 1 Cronbach's Alpha Value and Composite Reliability**

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Workload	0.841	0.881
Islamic Work Motivation	0.869	0.901
OCB	0.908	0.927

Source: Primary data processed (2020)

In table 1 above, it can be concluded that the value of Cronbach Alpha's and Composite Reliability on workload variables, Organizational Citizenship Behavior (OCB) and work motivation in Islamic perspectives already meet the criteria which is greater than 0.6 then it can be stated that the variables in this study have good reliability .

### b. Structural Model (Inner Model)

This model is used to predict causality relationships between variables and to test hypotheses that have been made. This test can be done with the calculation step through Bootstrapping to test the relationship between variables then you can see the value of the R-square table in Table 2 below:

**Table 2 R-square value**

<b>Construct</b>	<b>R-Square (R<sup>2</sup>)</b>
Islamic Work Motivation	0.268
OCB	0.607

Source: Primary data processed (2020)

The table above explains that workload affects work motivation in the Islamic perspective of 0.268 which is included in the weak category, while 73.2% is explained or influenced by other factors. Further shows that workload affects OCB of 0.607 which is included in the strong category while 39.3% is explained or influenced by other factors.

### 3. Hypothesis Testing

Testing this hypothesis can be seen from the results of Path Coefficients by looking at the value of the original sample ( $\beta$ ), T-statistics and P-values. The original sample aims to see the relationship of positive or negative effects between variables while the T-statistics and P-values aim to measure the significance of hypotheses with different levels of significance.

**Table 3 Path Coefficients**

Indicators	Original Sampel ( $\beta$ )	T-Statistics	P- Value
Workload - Islamic work motivation	0.517	5.813	0.000***
Workload - OCB	0.420	2.726	0.007*
Islamic Work Motivation - OCB	0.474	3.095	0.002**

Source: Primary data processed (2020)

#### a) Effect of Workload on Work Motivation in Islamic Perspective.

Workload has a positive effect on work motivation in an Islamic perspective. Based on the original sample value ( $\beta$ ) of 0.517 which shows that there is a positive influence with a T-statistic value of 5.813 which means it is greater than 2.58 ( $5.813 > 2.58$ ) or is at a significance of 1% and a P-value of 0.000 which means greater than 0.001 ( $0.000 < 0.001$ ). So, in this study the first hypothesis was accepted or supported.

The results of this study are in line with research (Ningsih, 2017) which shows that there is a positive influence between workload on work performance through work motivation which means workload can motivate employees to work if employees are motivated, employees will produce good performance and will improve performance good work too, the workload referred to here is workload that is in accordance with the ability of employees so as to be able to cope with all forms of workload provided by the company, further supported by Handono's research (2019) which shows a positive and significant effect between workloads on work motivation.

This result is also supported by interviews with informants who said that to overcome the problems of work stress and workload in BPRS Madina Mandiri Sejahtera Yogyakarta always provide support, direction and entertainment that can provide refreasing for employees.

#### b) The Effect of Work Motivation in Islamic Perspectives on Organizational Citizenship Behavior (OCB)

Work motivation in Islamic perspective has a positive effect on Organizational Citizenship Behavior (OCB). Based on the original sample value ( $\beta$ ) of 0.474 which shows that there is a positive influence with a T-statistic value of 3.095 which means it is greater than 2.58 ( $3.095 > 2.58$ ) or is at the 1% significance level and P-value 0.002, which means it is smaller from 0.005 ( $0.002 < 0.005$ ). Thus, in this study the second hypothesis is accepted or supported.

The results of this study are in line with Hesty (2016) which shows partially that there is a positive and significant influence between work motivation on OCB, which means that if the work motivation of employees increases it will lead to OCB behavior in employees where this is in line with the statement delivered by George and Jones (2005), namely employees who have good behavior, are willing to work hard and try to never give up are characteristics of OCB behavior. Further research is also in line with research conducted by Biswan (2019) which shows that work motivation has a positive effect directly on OCB which refers to the theory conveyed by Spitzmuller, Dyne and Ilies which states that OCB is behavior based on the discretion of many people. influenced by personality one of which is motivation.

### *c) The Effect of Workload on Organizational Citizenship Behavior (COB)*

Workload has a positive effect on Organizational Citizenship Behavior (OCB). Based on the original sample value ( $\beta$ ) of 0.420 which shows that there is a positive influence with a T-statistic value of 2.726 which means it is greater than 1.96 ( $2.726 > 1.96$ ) or is at the 5% significance level and the P-value is 0.007 which means smaller than 0.10 ( $0.007 < 0.10$ ). So in this study the third hypothesis was rejected or not supported.

The results of this study are in line with research conducted by (Dwomoh, G., Gyamfi, L., & Luguterah, 2019) which shows that workload influences OCB categorized through indicators of altruism and loyalty, which means that when workload increases, employees are still willing to help their coworkers and have behaviors that are loyal to other employees.

The results of this study are not supported because the employees of BPRS Madina Mandiri Sejahtera Yogyakarta can overcome all forms of workload provided by the company and the existing workload is in accordance with the capabilities that employees have. The results of this study also prove that employees at the BPRS Madina Mandiri Sejahtera are already satisfied with the results of the work accomplishments that have been achieved despite the demands of the time set by the company.

## **E. CONCLUSION**

The results of the study indicate that workload positively influences work motivation in the Islamic perspective so that the first hypothesis is accepted. This can be explained that the higher the workload, the work motivation in the Islamic perspective of BPRS Madina Mandiri Sejahtera Yogyakarta employees also increases, it means that if the workload provided by the company is increasing, the more motivated employees are to do their job.

The results showed that work motivation in the Islamic perspective had a positive and significant effect on Organizational Characteristics Behavior (OCB) so that the second hypothesis was accepted. Moreover, it can be explained that the higher the work motivation in the Islamic perspective, the higher the OCB behavior on the employees of the BPRS Madina Mandiri Sejahtera Yogyakarta. On the other hand, if employees are motivated to work and instill Islamic values at work, employees are not reluctant to help each other work voluntarily without any hope of expecting anything in return.

This means that if the workload provided by the company is increasing, the employee is more motivated. Moreover, the results of this study show that the workload has a positive effect on the Organizational Citizenship Behavior (OCB) so that this third hypothesis is not accepted. On the other hand, can be explained that the increase in workload at BPRS Madina Sejahtera will lead to OCB behavior. That is because the workload felt by the employees of BPRS Madina Sejahtera has been overcome properly and in accordance with the capabilities of its employees to carry out their work.

## **F. SUGGESTION**

Based on the results of this study, it was found that the workload has a positive effect on the Organizational Citizenship Behavior (OCB) and that Islamic work motivation partially mediates the effect of labour load relations on OCB. With this in mind, BPRS Madina Sejahtera and other companies need to maintain and pay attention to the problems that arise between employees, in particular with regard to workloads that cause work stress. On the other hand, if the problem of work stress is not interpreted, it will lead to boredom, employee behavior will easily become emotional and relationships between employees will become harmonious. This will have an impact on the performance of employees that is not good and will hinder the success of the company in achieving its objectives.

## REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia*. Riau: Zanafa Publishing.
- Biswan, A. (2019). Peran Mediasi Motivasi Kerja Pada Pengaruh Kecerdasan Emosional dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pegawai Pemerintah. *Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 13(2), 204–213.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). "Well, i'm tired of tryin'!" organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56–74. <https://doi.org/10.1037/a0037583>
- Dewi, K., & Riana, I. (2019). Pengaruh Motivasi Kerja, Komitmen Organisasional dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Ilmu Ekonomi Manajemen Dan Bisnis*, 7(2), 203–214.
- Dwomoh, G., Gyamfi, L., & Luguterah, A. (2019). Effect of Organizational Citizenship Behavior on Performace of Employess of Kumasi Techical University: Moderating Role of Work Overload. *Journal of Management and Economic Studies*, 1(2), 18–34.
- Edison, E., Anwar, Y., & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Febriani, H. (2016). Pengaruh Motivasi Kerja Terhadap Organizational Citizenship Behavior (OCB) karyawan PT.Pelindo III (Persero) Cabanag Tanjung Perak Surabaya. *Urnal Aplikasi Administrasi*, 19(2), 88–99.
- Febriani, H. D. (2016). Pengaruh Motivasi Kerja Terhadap Organizational Citizenship Behaviaor (Ocb) Karyawan Pt. Pelindo Iii (Persero) Cabang Tanjung Perak Surabaya. *Jurnal Aplikasi Administrasi*, 19(2), 88–99.
- Gomes, F. (2003). *Manajemen Sumber Daya Manusia*. Yogyakarta: C.V. Andi Offset.
- Haryati, D. (2019). Pengaruh Motivasi dan Kepribadian Terhadap Organizational Citizenship Behavior dengan Budaya Organisasi sebagai Variabel Moderasi. *Jurnal Maksipreneur*, 9(1), 28–40.
- Jumadi. (2019). *Pengaruh Beban Kerja dan Stres Kerja Terhadap Organizational Citizenship Behavior (OCB) dan Kinerja PT. Multitek Indopanca Jakarta*. Doctoral dissertation, Universitas Mercubuana Jakarta.
- Jumadi, J., Zulfikar, W. B., Sulaeman, D. A., & Ramdhani, M. A. (2018). Design of expert system for train operational feasibility with Tsukamoto fuzzy inference system. *MATEC Web of Conferences*, 197. <https://doi.org/10.1051/matecconf/201819703015>
- Kumar, S., Hansiya Abdul Rauf, F., & Rathnasekara, H. (2019). Working to help or helping to work? Work-overload and allocentrism as predictors of organizational citizenship behaviours. *International Journal of Human Resource Management*, 0(0), 1–22. <https://doi.org/10.1080/09585192.2019.1602549>
- Ni'mah, U., & S. (2016). Beban Kerja Karyawan Perbankan, Implikasinya Terhadap Kinerja Karyawan Melalui Variabel Motivasi. *Journal of Business and Banking*, 6(2), 241–256.
- Ningsih, S. (2017). Pengaruh Kejenuhan Kerja, Beban Kerja, dan Konflik Kerja Terhadap Motivasi Kerja Perawat RSUD DR. RM. Pratomo Bagan Siapiapi Kabupaten Rokan Hilir. *JOM Fekon*, 4(1), 495–509.



- Pratamiaji, T., Hidayat, Z., & Darmawan, K. (2019). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Pegaawai Kantor Kecamatan Tempursari Kabupaten Lumajang. *Progress Conference*, 2, 430–438.
- Rahman, A. (1995). An Islamic Perspective on Organizational Motivation. *The American Journal of Islamic Sosial Science*, 12(2), 1995.
- Ramadianty, D., & Aini, E. (2018). Pengaruh Motivasi Terhadap Organizational Citizenship Behavior (OCB) Karyawan Gen-X dan Millenials (Studi Pada Karyawan PT Temprina Media Grafika Surabaya). *Jurnal Administrasi Bisnis*, 60(2), 1–9.
- Rauf, H. A., & Kumar, S. (2019). Seeing the forest, beyond the trees: Dimensionality of context specific Organizational Citizenship Behaviour in a Sri Lankan context. *Sri Lanka Journal of Social Sciences*, 42(1), 65–76. <https://doi.org/10.4038/sljss.v42i1.7608>
- RI, P. *Permendagri Tentang Beban Kerja*. , (2008).
- Rifqie, L., Studi, P., Syariah, P., Ekonomi, F., & Bisnis, D. A. N. (2019). *PENGARUH MOTIVASI KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DENGAN KOMITMEN ORGANISASIONAL SEBAGAI VARIABEL MODERASI ( Studi Kasus Pada Bank Syariah Mandiri KCP Ungaran )* (UIN Salatiga). Retrieved from [http://e-repository.perpus.iainsalatiga.ac.id/5311/1/Luzman Rifqie %2821314248%29.docx.pdf](http://e-repository.perpus.iainsalatiga.ac.id/5311/1/Luzman%20Rifqie%202821314248%29.docx.pdf)
- Shao, D., Zhou, E., Gao, P., Long, L., & Xiong, J. (2019). Double-edged effects of socially responsible human resource management on employee task performance and organizational citizenship behavior: Mediating by role ambiguity and moderating by prosocial motivation. *Sustainability (Switzerland)*, 11(8). <https://doi.org/10.3390/su11082271>
- Sugiyono. (2015). *Statistika Untuk penelitian*. Bandung: Alfabeta.
- Tiyasiningsih, E., Indarti, S., & Hendriani, S. (2016). Conference on Management and Behavioral Studies. *Pengaruh Beban Kerja Dan Pelatihan Terhadap Motivasi Dan Prestasi Kerja Karyawan PT. Bank Muamalat Indonesia Cabang Pekanbaru*, 2541-3400(2541-2850), 57-75. [untar.ac.id](http://untar.ac.id).
- Tjahjono, H. K., Palupi, M., & Dirgahayu, P. (2016). Career Perception at the Republic Indonesian Police Organization Impact of Distributive Fairness, Procedural Fairness and Career Satisfaction on Affective Commitment. *Bisnis & Birokrasi Journal*, 22(2). <https://doi.org/10.20476/jbb.v22i2.5702>
- Utaminingrum, F., Fauzi, M. A., Wihandika, R. C., Adinugroho, S., Kurniawan, T. A., Syauqy, D., & Adikara, P. P. (2017). Development of computer vision based obstacle detection and human tracking on smart wheelchair for disabled patient. *5th International Symposium on Computational and Business Intelligence, ISCBI 2017*, 1–5. <https://doi.org/10.1109/ISCBI.2017.8053533>

## APPENDIX

### Data Processing Results

The results of data processing using the smartPLS 3.2 application

### Reliability and Reliability Test Results

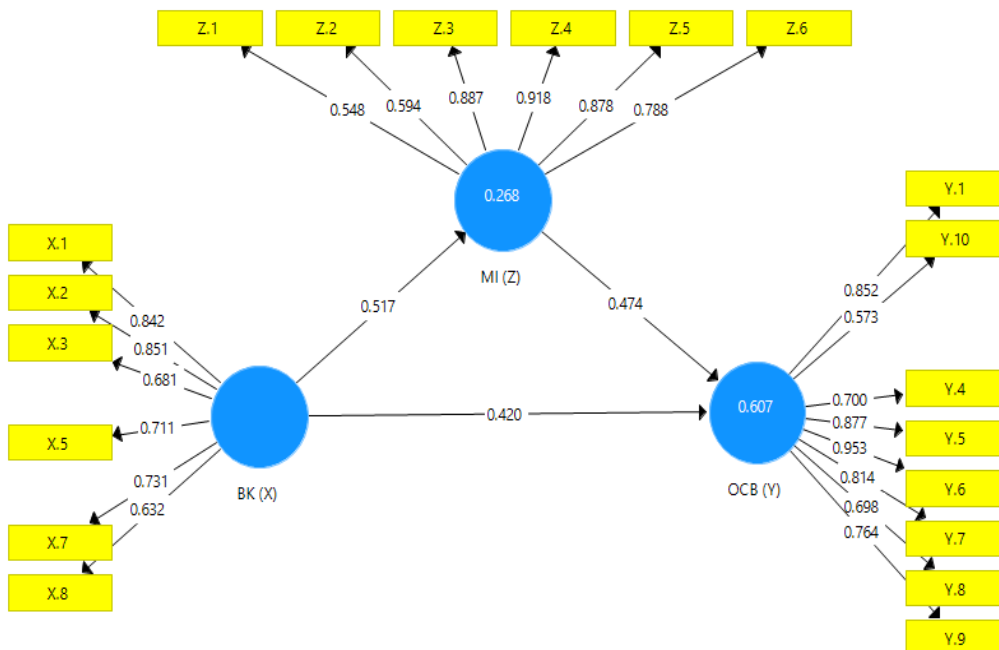
#### Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted ...	Copy to Clip
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
BK (X)	0.841	0.863	0.881	0.556	
MI (Z)	0.869	0.914	0.901	0.612	
OCB (Y)	0.908	0.924	0.927	0.619	

#### Discriminant Validity Test Results

	BK (X)	MI (Z)	OCB (Y)
BK (X)	0,746		
MI (Z)	0,517	0,782	
OCB (Y)	0,665	0,691	0,787

Outer Model

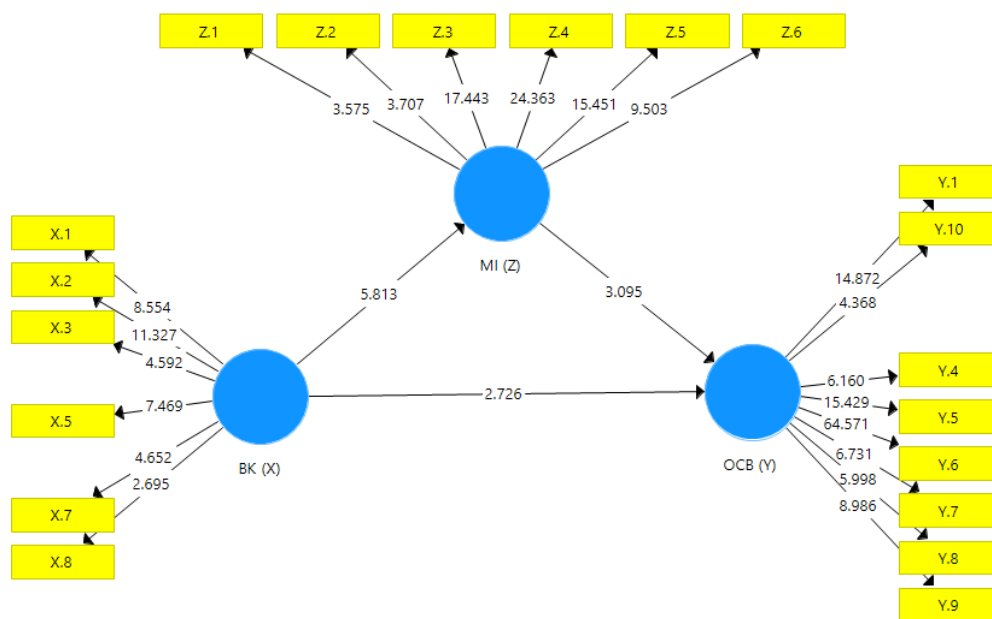


Result of Path Coefficients

**Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Devia...	T Statistics ( O/STDEV )	P Values
BK (X) -> MI (Z)	0.517	0.570	0.089	5.813	0.000
BK (X) -> OCB ...	0.420	0.441	0.154	2.726	0.007
MI (Z) -> OCB ...	0.474	0.464	0.153	3.095	0.002

Inner Model



Results of Indirect Effect

**Total Indirect Effects**

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics ( O/...	P Values
BK (X) -> MI (Z)					
BK (X) -> OCB ...	0.245	0.263	0.096	2.550	0.011
MI (Z) -> OCB ...					

R-Square

	R Square	R Square Adjusted
MI (Z)	0,268	0,242
OCB (Y)	0,607	0,579