

---

# The Effect of Work Motivation and Perception of College Support on Organizational Commitment and Organizational Citizenship Behavior in BKPSDM, Tangerang District

Iskandar Nordat\*, Burhanudin Tola, and Mahmudin Yasin  
Universitas Negeri Jakarta, Indonesia  
\* corresponding author

(Received: September 23, 2021; Revised: December 23, 2021; Accepted: January 22, 2022; Available online: September 1, 2022)

---

## Abstract

This study aims to analyze the effect of employee motivation, perceptions of colleague support, and organizational commitment to organizational citizenship behavior in BKPSDM, Tangerang District. This study uses an Associative Quantitative approach, namely by studying the causal relationship between independent variables and dependent variables. The data collection methods used were survey methods and structural equation modeling (SEM) analysis techniques with SMART PLS 3 software. The population in this study were all employees in the BKPSDM environment and civil servants managing personnel within the OPD area of Tangerang Regency, as many as 140 people. While the sample used in this study were 100 people. The result showed that Organizational Commitment has significant direct effect on Organizational Citizenship Behavior, Perceived Coworker Support has significant direct effect on Organizational Commitment, Work Motivation has significant direct effect on Organizational Commitment, Work Motivation has significant indirect effect on Organizational Citizenship Behavior through Organizational Commitment. Meanwhile, Perceived Coworker Support has not significant direct effect on Organizational Citizenship Behavior, Work Motivation has not significant direct effect on Organizational Citizenship Behavior, and also Work Motivation has not significant indirect effect on Organizational Commitment through Organizational Citizenship Behavior.

*Keywords:* Work Motivation, Perception of College Support, Organizational Commitment, Organizational Citizenship Behavior

---

## 1. Introduction

The government organizations of the Republic of Indonesia, both at the central and regional levels, are currently entering an open competitive global service environment that demands extra-effective, efficient, fast, flexible, integrated, and innovative service characteristics. The expectations of the community regarding the provision of quality services from the government are still at odds with the existing phenomena and realities, even though equitable distribution and fairness of services are absolutely necessary for the government to do. Ahmed et al., [1] notes that public complaints about services received from the government are increasing every year.

In 2017, it was stated that the highest public complaint reports occurred in complaints against local governments (3,427 reports), and continued with the police agency (1,041 reports), until the last order of complaints reporting to the DPR Secretariat (17 reports) as the highest reported agency. Alleged administrative errors reported by the community in service problems include, continuing delays (28.46%), procedural deviations (21.72%), not providing services (16.97%), incompetence (9.86%), misuse authority (8.23%), Requests for money, goods and services (7.47%), inappropriate (4.89%), discrimination (1.47%), partiality (0.53%), to problems Conflict of interest (0.40%). These things indicate to the government to make improvements to the performance of the bureaucracy and still uphold the principles of good service to meet the basic needs of the community.

The success of an organization really depends on the quality of human resources in it. Human resources are not only the main asset for the organization, but also have a very important role and must be the focus of the organization to achieve the success of its goals. For better achievement of goals and objectives and retention of potential employees, organizations need to emphasize social exchange [2]. Social exchange can refer to perceptions of co-worker support (perceived co-worker support) within the organization. Perceive co-worker support occurs when individuals feel that colleagues support, encourage and care for the welfare of fellow employees [3]. Meanwhile, OCB can refer to employee behavior to help other coworkers. In other words, if an individual in the organization has the perception that he is getting support from other colleagues, then that individual can also have the opportunity to help his colleagues.

Organizational commitment can also affect OCB. Organizational commitment can be defined as a situation when an employee is aligned with organizational goals so that they have the desire to uphold affiliation with the organization [4]. Apparatus resources have a very important role in carrying out the main tasks and functions of the bureaucracy, meaning that the human resources of the civil servants are the dominant determining element of the performance of public services carried out by bureaucratic institutions [5]. This shows evidence that the dynamics of achieving service delivery and public policy are highly dependent on the quality of the civil servants' human resources. Widodo stated that the success of an organization is greatly influenced by the quality of the human resources who oversees it [6].

Therefore, the future apparatus human resource management paradigm needs to be emphasized on several principles, namely service-oriented bureaucratic management, providing HR opportunities to actively participate, and must be able to foster the entrepreneurial spirit of each individual in the organization. To carry out these three principles requires motivational support, good perceptions of peers / colleagues, and strong organizational commitment. Therefore, these three factors are interesting for us to examine in relation to OCB or ASN behavior within the BKPSDM scope.

## 2. Literature Review

### 2.1. Organizational Citizenship Behavior

Hair et al., [7] define OCB as a kind of informal behavior in which people act beyond what is expected of them, and help the well-being of the organization and the safety of those who reside in it. The same thing is also stated by Bateman and Organ in Ibrahim and Alsinda [8] who say that OCB is defined as additional work-related behavior that goes beyond and exceeds routine tasks that are regulated by their job descriptions or measured in formal evaluations. So that if employees do work that exceeds the tasks set out in the job description, this can be said to be organizational citizenship behavior. Malik et al., [9] argues that OCB refers to employee activities that exceed formal work requirements and contribute to the effective functioning of the organization. According to Margahana [10] there are several opinions from experts regarding the OCB dimension, one of the most credible ones introduced by the Organ which includes the 5 dimensions of OCB, namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Based on the various definitions of these experts, it can be synthesized that organizational citizenship behavior is an individual tendency to be sincere (extra work, selfless, sportsmanship, adaptive, and caring) in carrying out more than expected obligations so as to be able to contribute to the organization. These synthesis indicators include: Extra roles beyond obligations (Conscientiousness), Behavior not related to compensation (civic virtue), helping to prosper the organization, motivation to exceed obligations (sportsmanship), aligning personal interests with the organization, caring for the organization / courtesy.

## 2.2. Perceived Coworker Support

Perception of colleague or coworker support is defined by Salleh et al., [11] as the extent to which employees believe their colleagues are willing to provide them with work-related assistance to assist in the implementation of service-based tasks. they. Shahin et al., [12] define perceived coworker support (PCS) as support from colleagues that employees perceive at work. Employees who feel a high degree of peer support are likely to gain access to more job resources that enable them to deal with work-related stress, to solve customer problems, to improve their service performance, and ultimately reduce turnover [13].

When coworkers engage in behavior that indicates they care. Employees develop positive perceptions of their co-workers and are likely to develop feelings of obligation or an overall desire to retaliate for their coworker's behavior. The behavior of their coworkers also shows that social support and friendship is valued in their organization. Based on the various definitions of these experts, it can be synthesized that perceived coworker support is an individual assessment of the support, appreciation, and positive influence provided by their colleagues. These indicators of synthesis include: available resources from colleagues, respecting coworkers' contributions, caring for coworkers, managing conditions for work compatibility.

## 2.3. Organizational Commitment

Organizational commitment is something that is really needed for the continuity of the organization in achieving its goals. According to Sunaryo and Cicelia [13], organizational commitment is the degree to which employees believe and accept organizational goals, and are willing to stay or leave the company, which is ultimately reflected in absenteeism and employee turnover. This means that organizational commitment is a decision that influences employees to stay with or leave the organization, and is ultimately reflected in employee retention and employee turnover statistics

Meyer & Allen in the opinion that all multidimensional perspectives on organizational commitment can be integrated into three main categories, namely (1) affective commitment which is an emotional attachment and identification with employee organizations. This reflects the extent to which an employee wishes to become a member of the organization, (2) Continuous commitment which refers to awareness of the costs associated with leaving the organization. Employees who are connected to the organization based on a permanent sustainability commitment because they need to do so, and finally (3) normative commitment, namely a commitment that reflects a feeling of being obliged to continue the work. Employees with a high level of normative commitment feel that they must remain in the organization.

Based on the various definitions of these experts, it can be synthesized that organizational commitment is a psychological state in which individuals are bound to the organization based on goals, values, and social status so that they have a desire to be bound and involved in the organization. Synthesis indicators include: The desire to remain in the organization, accept organizational goals, get to know the organization, work according to the wishes of the organization.

## 2.4. Work Motivation

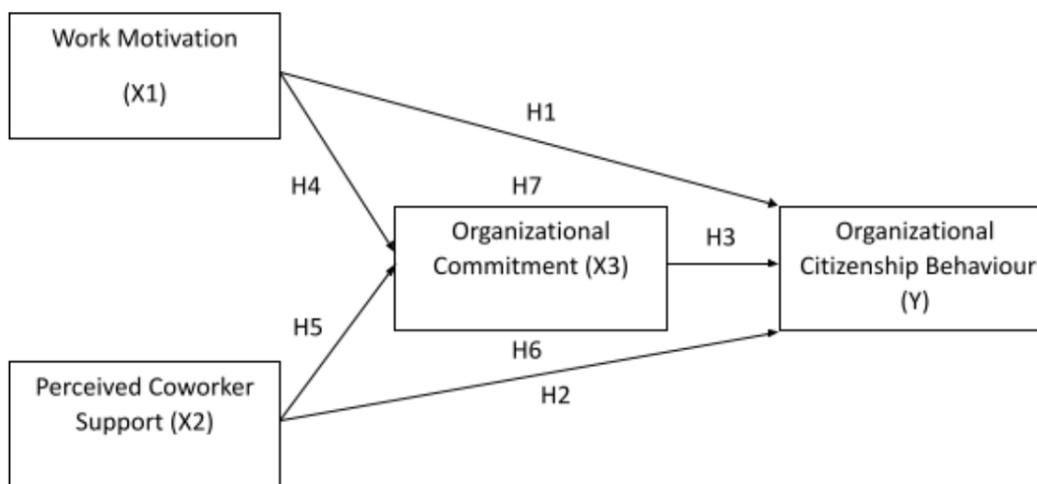
Motivation is important in managing employee performance. Susskind et al., [14] states that motivation is a power that exists in a person, which drives their behavior to take action. This power causes a person to produce something according to what he says, not just promises and desires. According to Wang and Zhang [15] motivation is an expectation that puts attitudes into action in an effort to fulfill specific responsibilities, desires, or the achievement of results. This definition implies that work motivation is a reason that encourages employees to work in a company. Organizations really need to know what motivates each employee to work. By knowing the work motivation of employees, we can get to know them better, and of course it is very useful in making and making decisions in the

field of Human Resource or human resource development. It is even more important that the company's success in motivating its employees can generate financial benefits.

Based on the description of these definitions, it can be synthesized that work motivation is a person's motivation to do work to be better and more creative, which arises from the desire to succeed. These indicators of synthesis include: inner strength to encourage an action, efforts to fulfill responsibility, efforts to fulfill desires, efforts to achieve specific results, inner strength to go forward, exerting high efforts to obtain needs, desire to succeed, a sense of passion. to act, positive energy / creativity.

## 2.5. Hypothesis Development

In this study, the models used were as follows:



**Figure 1.** Research Model

A hypothesis is a provisional statement or conclusion whose truth still needs to be proven. Based on the formulation of the problem and the theoretical framework described above, the hypotheses of this study are:

H1: There is a positive direct effect of Work Motivation on Organizational Citizenship Behavior.

H2: There is a positive direct influence of Perceived Coworker Support on Organizational Citizenship Behavior.

H3: There is a positive direct effect of Organizational Commitment on Organizational Citizenship Behavior.

H4: There is a positive direct effect of Work Motivation on Organizational Commitment.

H5: There is a positive direct effect of Perceived Coworker Support on Organizational Commitment.

H6: There is a positive indirect effect of Work Motivation on Organizational Citizenship Behavior through Organizational Commitment.

H7: There is a positive indirect effect of Perceived Coworker Support on Organizational Citizenship Behavior through Organizational Commitment.

### 3. Methodology

This study uses an Associative Quantitative approach, namely by studying the causal relationship between independent variables and dependent variables. The data collection methods used were survey methods and structural equation modeling (SEM) analysis techniques with SMART PLS 3 software. The population in this study were all employees in the BKPSDM environment and civil servants managing personnel within the OPD area of Tangerang Regency, as many as 140 people. While the sample used in this study were 100 people. The technique of taking 100 samples in this study uses probability sampling, which is a technique in which all elements of the population have the same opportunity to be sampled.

### 4. Result and Discussion

#### 4.1. Outer Model Evaluation (Measurement Model)

##### 4.1.1. Composite Reliability

The composite reliability value in PLS is used to measure the consistency of the indicator block in the reflective measurement model. The high value of composite reliability indicates high consistency of the indicator block in measuring the construct. The recommended value of  $\rho > 0.60$  [16].

**Table 1.** Value of Composite reliability

Variable	Composite Reliability	Result
Organizational Citizenship Behavior (Y2)	0,920	Reliable
Organizational Commitment (Y1)	0,963	Reliable
Perceived Coworker Support (X1)	0,945	Reliable
Work Motivation (X2)	0,957	Reliable

Based on the output above, it shows that the value of composite reliability in all indicator blocks is greater than 0.6, so it has met the assumption of composite reliability.

##### 4.1.2. Convergent Reliability

Another way to measure the consistency of the indicator block in a reflective measurement model is to look at the Average Variance Extracted (AVE) value which must be greater than 0.5 [13].

**Table 2.** AVE values and results

Variable	Average Variance Extracted (AVE)	Result
----------	----------------------------------	--------

Organizational Citizenship Behavior (Y2)	0,514	Valid
Organizational Commitment (Y1)	0,606	Valid
Perceived Coworker Support (X2)	0,570	Valid
Work Motivation (X1)	0,552	Valid

Based on the output above, it can be seen that the AVE value generated by the indicator block in the Organizational Citizenship Behavior, Organizational Commitment, Perceived Coworker Support, and Work Motivation is  $> 0.5$ , so that the assumption of convergent validity is fulfilled.

## 4.2. Inner Model Evaluation

The inner model test or structural model is tested to see the relationship between variables, the significance value and the R-square of the research model. In assessing the model with PLS, it starts by looking at the R-Square for each dependent latent variable.

### 4.2.1. R-Square

According to [13], the R-Square values are 0.67 (strong), 0.33 (moderate) and 0.19 (weak)

**Table 3.** R Square

Variable	R-square	R-square Adjusted
Organizational Citizenship Behavior (Y2)	0,447	0,430
Organizational Commitment (Y1)	0,765	0,760

Based on the output of the analysis using the Smart PLS above, it is obtained:

- The value of  $R^2_{Y2} = 0.447$ , this means that the goodness of model formation from the Organizational Citizenship Behavior Variable (Y2) can be explained by the Work Motivation Variable (X1), Perceived Coworker Support (X2), and Organizational Commitment (Y1) of 44.7% (moderate) ) and 55.3% explained by other variables outside the study.
- The value of  $R^2_{Y1} = 0.765$ , which means that the goodness of modeling the Organizational Commitment Variable (Y1) can be explained by the Work Motivation Variable (X1) and Perceived Coworker Support (X2) of 76.5% (moderate) and 23.5% explained by variables other than this research.

### 4.3. Hypothesis Testing

In PLS, statistical testing of each hypothesized relationship is carried out using a simulation. In this case the bootstrap method is carried out on the sample. The bootstrapping test results from the PLS analysis were said to be significant if the T-statistic > 1.96.

**Table. 4.** Summary of Hypothesis Test Result

No.	Hypothesis	P <sub>value</sub> *	t <sub>-calculation</sub> *	Result
1.	Organizational Commitment (Y1) Organizational Citizenship Behavior (Y2)	0.002	3.114	Significant
2.	Perceived Coworker Support (X2) Organizational Citizenship Behavior (Y2)	0.425	0.797	Not significant
3.	Perceived Coworker Support (X2) Organizational Commitment (Y1)	0.010	2.579	Significant
4.	Work Motivation (X1) Organizational Citizenship Behavior (Y2)	0.177	1.350	Not significant
5.	Work Motivation (X1) Organizational Commitment (Y1)	0.000	6.405	Significant
6.	Perceived Coworker Support (X2) Organizational Commitment (Y1) Organizational Citizenship Behavior (Y2)	0.054	1.930	Not significant
7.	Work Motivation (X1) Organizational Commitment (Y1) Organizational Citizenship Behavior (Y2)	0.006	2.738	Significant

### 4.4. Discussion

#### 4.4.1. The effect of Work Motivation on Organizational Citizenship Behavior

Based on the result of bootstrap estimation, the statistical t value is 1,350 (less than 1,96) and a p-value is 0,177 (greater than 0,05) then H0 is accepted and Ha is rejected, which means there is not positive and significant effect between work motivation on organizational citizenship behavior. The results of this study are different from previous studies, such as research conducted by Wang and Zhang [15] analyzed the influence of work motivation on organizational Citizenship Behaviors. The results show that there is a significant influence between work motivation on organizational Citizenship Behaviors. Then Hair et al., [7] also analyzed the influence of intrinsic motivation, extrinsic motivation and organizational commitment to organizational citizenship behavior. The results showed that intrinsic motivation and extrinsic motivation could significantly influence OCB, but the influence of intrinsic motivation was greater than that of extrinsic motivation on OCB. Organizational commitment is able to mediate the effect of extrinsic motivation on OCB.

#### 4.4.2. The effect of Perceived Coworker Support on Organizational Citizenship Behavior

Based on the result of bootstrap estimation, the statistical t value is 0,797 (less than 1,96) and a p-value is 0,425 (greater than 0,05 ) then H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, which means there is not positive and significant effect between perceived coworker support and organizational citizenship behavior. The results of this study are different from previous studies, such as research conducted by Bennett J. Tepper, et.al (2004) developed and tested predictions that the relationship between peer-to-peer organizational citizenship behavior (OCB) and peer employee attitudes is dependent on supervisor abuse. The results of the study show that coworker OCB is positively related to fellow employee job satisfaction and affective commitment when vicious supervision is low.

#### 4.4.3. The effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the result of bootstrap estimation, the statistical t value is 3,114 (greater than 1,96) and a p-value is 0,002 (less than 0,05 ) then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means there is a positive and significant effect between organizational commitment and organizational citizenship behavior. The results of this study are in line with several previous studies. Research conducted by Hair et al., [7] analyzed the influence of organizational commitment on organizational citizenship behavior. The results of the analysis show that there is a significant influence between organizational commitment on organizational citizenship behavior. Wang and & Zhang [15] explored the relationship between the Relationship of Organizational Support, Organizational Commitment and Organizational Citizenship Behavior of University Faculty Members. The results of the statistical analysis showed a positive relationship between OS and OCB. This also shows that OC is a mediator between OS and OCB of university faculty members.

#### 4.4.4. The effect of Work Motivation on Organizational Commitment

Based on the result of bootstrap estimation, the statistical t value is 6,405 (greater than 1,96) and a p-value is 0,000 (less than 0,05 ) then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means there is a positive and significant effect between work motivation on organizational commitment. The results of this study are in line with several previous studies. Research conducted by Hair et al., [7] analyzing the effect of work motivation on organizational commitment. The results showed that there was a significant influence with a positive nature between work motivation on organizational commitment. Al-Madi et al., [2] analyzed the influence of employee motivation on 3 dimensions of organizational commitment, namely continuance commitment, affective commitment, and normative commitment. The results showed that there was a significant influence between employee motivation on continuance commitment, affective commitment, and normative commitment. Affective commitment is the variable with the greatest influence.

#### 4.4.5. The effect of Perceived Coworker Support on Organizational Commitment

Based on the result of bootstrap estimation, the statistical t value is 2,579 (greater than 1,96) and a p-value is 0,054 (less than 0,05 ) then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means there is a positive and significant effect between perceived coworker support and organizational commitment. The results of this study are in line with several previous studies. Research conducted by Hair et al., [7] examines the influence of personality and organizational commitment on employee citizenship behavior. From the results of research at PT Indocement, the category of individual characteristics (attitudes and personality) has a significant effect on OCB. The results showed that 42.2% OCB was influenced by factors of employee personality and organizational commitment. Al-Madi et al., [2] investigated whether supervisor and coworker support could be positively related to organizational affective commitment on the one hand; and on the other hand, it examines the moderating effect of the adequacy of

employment resources and the ambient conditions of this relationship. The results of the regression analysis show that supervisor and coworker support have an additional effect on affective commitment.

#### 4.4.6. The effect of Work Motivation on Organizational Citizenship Behavior through Organizational Commitment

Based on the result of bootstrap estimation, the statistical t value is 2,738 (greater than 1,96) and a p-value is 0,006 (less than 0,05 ) then H0 is rejected and Ha is accepted, which means the effect of work motivation on organizational citizenship can be mediated by organizational commitment. The results of this study are in line with several previous studies. Research conducted by Bennett et al., [10] conducted a study on the Effect of Intrinsic Work Motivation and Procedural Justice on Organizational Citizenship Behavior (OCB) and Employee Performance of KPP Pratama Purwokerto. The results showed that intrinsic work motivation and procedural justice had a significant influence on Organizational Citizenship Behavior.

#### 4.4.7. The effect of Perceived Coworker Support on Organizational Citizenship Behavior through Organizational Commitment

Based on the result of bootstrap estimation, the statistical t value is 1,930 (less than 1,96) and a p-value is 0,425 (greater than 0,05 ) then H0 is accepted and Ha is rejected, which means the effect of perceived coworker support and organizational citizenship can not be mediated by organizational commitment. The results of this study are different from previous studies, such as research conducted by Hair et al., [7] entitled “How Organizational Standards and Coworker Support Improve Restaurant Service.” The results show that in service organizations, coworker support is considered an important source of employee support. Because organizational success is also influenced by the perception of friends or other employees.

### 5. Conclusion

Based on the findings we can conclude that, Organizational Commitment has significant direct effect on Organizational Citizenship Behavior, Perceived Coworker Support has significant direct effect on Organizational Commitment, Work Motivation has significant direct effect on Organizational Commitment, Work Motivation has significant indirect effect on Organizational Citizenship Behavior through Organizational Commitment. Meanwhile, Perceived Coworker Support has not significant direct effect on Organizational Citizenship Behavior, Work Motivation has not significant direct effect on Organizational Citizenship Behavior, and also Work Motivation has not significant indirect effect on Organizational Commitment through Organizational Citizenship Behavior.

### References

- [1] Ahmed, U., Majid, A. H., & Zin, M. M. (2016). Moderation Of Meaningful Work On The Relationship Of Supervisor Support And Coworker Support With Work Engagement . East Asian Journal Of Business Management 6-3, 15-20.
- [2] Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017). The Impact Of Employee Motivation On Organizational Commitment. European Journal Of Business And Management , 134-145.
- [3] Bakan, I., Buyukbese, T., Ersahan, B., & Kefe, I. (2013). The Effect Of Organizational Commitment On Women Employees' Organizational Citizenship Behavior. INDIAN JOURNAL OF APPLIED RESEARCH, 202-204.
- [4] Barbuto, J. E., & Story, J. S. (2011). Work Motivation and Organizational Citizenship Behaviors. Journal Of Leadership Studies, 23-34.

- 
- [5] Bennett J. Tepper, Michelle K. Duffy, Jenny Hoobler, Michael D. Ensley. (2004). Moderators of the Relationships Between Coworkers' Organizational Citizenship Behavior and Fellow Employees' Attitudes *Journal of Applied Psychology* Copyright 2004 by the American Psychological Association 2004, Vol. 89, No. 3, 455-465 0021-9010/04/\$12.00 DOI: 10.1037/0021-9010.89.3.455
- [6] Guchait, P., Amehmetoglu, A. I., & Dawson, M. (2014). Perceived Supervisor And Co-Worker Support For Error Management: Impact On Perceived Psychological Safety And Service Recovery Performance. *International Journal Of Hospitality Management*, 28-37.
- [7] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *on Multivariate Data Analysis (Seventh Ed)*. London: Pearson Education Limited.
- [8] Ibrahim, M. A., & Aslinda. (2014). The Effect Of Motivation On Organizational Citizenship Behaviour (OCB) At Telkom Indonesia In Makassar . *International Journal Of Administrative Science & Organization*, 114-120.
- [9] Malik, I. F., Akhtar, S., & Ghafoor, I. (2018). Supervisor Support, Co-Worker Support And Employee Retention: Developing And Testing Of An Integrative Model. *International Journal Of Modern Social Sciences* 7(1), 1-24.
- [10] Margahana, H., Haryono, S., & Muftasa, Z. E. (2018). The Effects Of Job Motivation And Job Satisfaction Toward Organizational Citizenship Behavior (OCB) And Its Impact On Job Performance Of Paramedical Community Health Centers In The City Of Bandar Lampung . *Journal Of Resources Development And Management* , 1-10.
- [11] Salleh, S. M., Zahari, A. S., Said, N. S., & Ali, S. R. (2016). The Influence Of Work Motivation On Organizational Commitment In The Workplace . *Journal Of Applied Environmental And Biological Sciences*, 139-143.
- [12] Shahin, A., Naftchali, J. S., & Pool, J. K. (2014). Developing A Model For The Influence of Perceived Organizational Climate On Organizational Citizenship Behaviour And Organizational Performance Based On Balanced Score Card. *International Journal Of Productivity And Performance Management*, 290-307.
- [13] Sunaryo, B., & Cicellia, C. (Juni 2014). Nilai Penting Konsep Affirmative Action Policy Dalam Pengembangan Sumber Daya Manusia (SDM) Aparatur Berbasis Merit. *Jurnal Kebijakan Dan Manajemen PNS*, VOL. 8, No.1, 6.
- [14] Susskind, Alex M., Carl P. Borchgrevink, K. Michele Kacmar, and Robert A. Brymer. (2000). Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model. *International Journal of Hospitality Management* 19 (1): 53-77
- [15] Wang and Zhang, (2010), Relationship among Organizational Support, Organizational Commitment and Organizational Citizenship Behavior of University Faculty Members. *International Conference on Management Science & Engineering* (17th) November 24-26, 2010 Melbourne, Australia.
- [16] Widodo, S. E. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar