

The Impact of Workload, Organizational Culture, and Motivation for Organizational Citizenship Behavior that is Mediated by Loyalty

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ABSTRACT

Instilling an attitude to employees for having willingness to give their best performance without take into consideration of feedback obtained is necessarily needed and certainly profitable for company. This attitude denote as form of Organizational Citizenship Behavior (OCB). This study examines how big the impact of workload, organizational culture, and motivation on OCB with loyalty mediation. The participants of this study are the employees of PT Bummy Harapan Umat Yogyakarta with 50 people as the sample. The testing was done by using multiple regression analysis and sobel test. The result of this study showed that loyalty is able to mediate the impact of workload, organizational culture, and motivation of OCB.



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Keywords: Workload; Organizational Culture; Loyalty; Motivation; Organizational Citizenship Behavior.

INTRODUCTION

Creating a company that is able to survive and compete requires superior resources. Besides, tangible and intangible resources that are able to support company activities are also needed. Human resources are one of the important company assets who are able to give big impact for the company's improvement. Employees as the company's human resources need to have willingness to sacrifice and fight for the company, and this attitude is known as Organizational Citizenship Behavior (OCB). *OCB* can be defined as employees' activity or behavior required by the leader to achieve common goals and objectives (Khan, Ismail, Hussain, & Alghazali, 2020)

This study was conducted at PT Bummy Harapan Umat (PT Buharum) Yogyakarta as one of the outsourcing companies in Yogyakarta. This company is one of the outsourcing companies that can successfully survive during the economy crisis in this Covid-19 pandemic. PT Buharum was able to survive and did not terminate many employment relationships with its employees due to the good performance of its employees and the management of the company which was also well managed.

Employees as the company's main subjects are required to be able to contribute their best performance for the company. Their performance is generally defined as the behavior shown by an employee when performing certain tasks assigned by his supervisors (Al Salman & Hassan, 2016). In addition, their performance will also reflect the company in the eyes of the society. As for growing maximum employee's performance, every employee must have an *OCB* attitude. In accordance with the statement Khan *et al.* (2020) who stated that basically *OCB* moderates the relationship between leadership style and employee

innovative work behavior because OCB promotes resource transformation, community welfare, innovation, and adaptability.

There are several aspects that must be considered as efforts that need to be made to foster OCB attitudes in employees because these aspects are able to influence their OCB including workload, organizational culture, and motivation. Employee workloads and complex tasks are part of the function of the organizational structure (Inegbedion, Inegbedion, Peter, & Harry, 2020). Therefore, managers should pay attention to the workload given to employees. According to previous study, workload has a significant positive effect on OCB (Sutrisno & Indriasari, 2020). However, research conducted by Kumar, Rathnasekara, & Rauf, (2021) showed that workload has a negative effect on OCB. So that it is suspected that there are variables that mediate workload and OCB.

In addition to the workload, a good organizational culture can also support the growth of employees' OCB attitudes. In a broader and deeper aspect, organizational culture can be defined as the basis for creating a positive organizational climate (Paais & Pattiruhu, 2020). Moreover, organizational culture is the values adopted by an organization and distinguishes one organization from another (Arifiani, Sudiro, & Indrawati, 2020). According to the study conducted by Aziz, Mukhlis, & Musnadi, (2020) organizational culture shows a positive impact to OCB.

Furthermore, the motivation that grows within employees is able to support the growth of employee's OCB. Their work motivation will affect the performance that can be achieved purely only if it arises from within an employee (internal motivation) or motivation comes from outside the employee concerned (external motivation) (Husni, Musnadi, & Faisal, 2018). In addition, motivation denote as the desire to do something and determine the ability to act in giving individual satisfaction (Robbins & Judge, 2015)

To ensure the growth of OCB in employees, mediation is needed to assure the formation of OCB runs well. One of the mediations that can be used is loyalty. Basically, employees who have internal loyalty to the company will find it easier to grow OCB attitudes in themselves. There are several aspects that can affect loyalty such as salary, benefits, interpersonal characteristics, personal incentives, and hierarchical position (Khuong, Mai, & Minh Phuong, 2020). Employee loyalty is not only seen from their physical loyalty or presence in the organization, but includes thoughts, concerns, ideas, and their full dedication to the organization. Therefore, this study was conducted to find out how workload, organizational culture, and motivation affect OCB with loyalty as mediator.

LITERATURE REVIEW

Workloads

Employee workloads and complex tasks are part of the function of the organizational structure (Inegbedion *et al.*, 2020). Workloads arise due to limited individual capacity and ability to complete certain tasks. Therefore, the workload must be adjusted to the mental and physical conditions of the employees. There are several behaviors that control the workload in the organization, namely work ethics, individual differences and internal motivation, workload places, and job considerations (Adiguzel & Kucukoglu, 2020). Workload is the amount of work that must be carried out by a position or organizational unit and is also the product of the work volume and the time norm (Minister of Home Affairs Regulation

Number 12 of 2008, 2008). Workload is also a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time (Zaki & Marzolina, 2016).

Organizational Culture

Organizational culture in the business environment is one of the impacts of community culture, where organizational culture will affect the behavior of its employees (Lim *et al.*, 2020). This culture is based on the triangle culture concept by (Schein, 2004). In a broader and deeper aspect, organizational culture refers to the basis for creating a positive organizational climate (Paais & Pattiruhu, 2020). Work culture is also relevant to *OCB* because it is a field which investigates the impact of individuals and groups in organizational structures with the aim of organizational effectiveness (Robbins & Judge, 2015).

Motivation

Motivation refers to inner strength that regulates, supports, and encourages one's behavior to improve work performance and fulfill required tasks with maximum effort applied (Hitka, Lorincová, Potkány, Balážová, & Caha, 2020). He stated that motivation can be influenced by some aspects such as changes in personal, mental conditions, finances, and other social factors (Hitka *et al.*, 2020). Motivation can evolve with a person's level of awareness towards the goal to be achieved (Aesah, 2018). The stronger a person's motivation, the stronger his efforts to achieve the goals. This statement is relevant with Husni, Musnadi, & Faisal (2018) who stated that an employee's work motivation will affect his performance if it arises internally or externally. There are several theories regarding motivation, namely: Abraham Maslow's Hierarchy of Needs Theory which states that human fulfill their needs in stages; Alderfer's ERG Theory which discusses Maslow's Theory of needs that consists of three hierarchies in core needs namely existence, relatedness and growth; and McClelland's Achievement Motivation Theory which explains that the higher the desired achievement, the harder the effort he must expend (Robbins, 2003). In further, McGregor's Theory X and Y focus on two aspects of human behavior in the work environment. Theory X focuses on negative behavior while Theory Y focuses on positive aspects, and Herzberg's Two-Factor Theory which is based on the principle that job satisfaction and dissatisfaction are independently for each other (Robbins & Judge, 2015)

Loyalty

Loyalty as one of the aspects that used for employee appraisal that includes loyalty to his job, position, and its organization (Hasibuan, 2012). Employee's loyalty shows sentiment, devotion, and attachment to the organization (Saengchai, Siriattakul, & Jermstiparsert, 2019). Low employee loyalty to the organization will lead to attitudes and behaviors that are contrary to organizational goals such as lack of employee morale, high levels of absenteeism and tardiness, low work discipline, and decreased work performance (Hardianty, 2014). Siswanto (1980) states that there are three aspects of loyalty and they are regulation compliance, responsibilities, and work attitude.

Organizational Citizenship Behaviour(OCB)

OCB refers to employees' activity or behavior required by the leader to achieve common goals and objectives (Khan *et al.*, 2020). OCB is used to indicate the extent to which employees are willing to contribute to the organization by exceeding their work performance requirements (Tufan & Wendt, 2020). Moreover, it is also classified as free behavior which is not relevant with formal tasks set by the organization, voluntary, not for self-interest, and not as an act that is forced and puts others first (Darto, 2014). There are five dimensions of OCB including *altruism*, it can be shown from the behavior in helping co-workers who have difficulty regarding tasks in the organization or personal problems; *conscientiousness* that can be seen from an act of trying to exceed the company's expectations; *sportsmanship*, it can be seen in form of tolerant behavior towards less than ideal conditions the organization without raising objections; *courtesy* that can be defined as the attitude of maintaining good relations with co-workers to avoid intrapersonal problems; and civic virtue that refers to a behavior that indicates responsibility in organizational life with aims to improve the quality of the work in which it is practiced (Organ, 2009)

Hypothesis Development

Workloads refer to the process carried out by a person in completing the tasks of a job or group of positions that run under normal circumstances within a certain period of time (Zaki & Marzolina, 2016). It brings big impact toward employee's behavior in the company. Moreover, workloads are getting important to get attention by managers. However, it can be a negative and positive impact for the company. The negative impact can be shown when the given workload exceeds the existing standard. This will make the employees being overwhelmed, exhausted, and causing damage that results in dissatisfaction and allows termination of employment (Inegbedion *et al.*, 2020). Otherwise, when the workload given is in accordance with existing standards, it will make employees have a sense of responsibility for the work they are charged with. Through this sense of responsibility, employees will show their loyalty to the company by completing the workload they receive. Based on previous study, workload has a positive and significant effect on employee's loyalty (Heryati, 2016).

H1: Workloads give positive and significant impact to the employee's loyalty.

Organizational culture is a process of behavior, values, beliefs, and habits which refer to the behavior of individuals in an organization (Khan *et al.*, 2020). Good organizational culture is needed to create a comfortable and conducive work atmosphere. Moreover, it is closely related to the conditions of the work environment affect the work process of employees. On the other hand, a negative work culture will create a very uncomfortable and unconducive work environment. In addition, some cases prove that bad organizational culture will make employees feel bored and cause termination of employment. Therefore, this culture contains what can or cannot be done in the organization so that it can be concluded as guideline used to run organizational activities (Paais & Pattiruhu, 2020). Previous study by Asriandi, Gani, & Hasbi, (2018) mention that organizational culture brings positive and significant impact to the employee's loyalty at PT Industri Kapal Indonesia (Persero) Makassar.

H2: Organizational culture brings positive and significant impact to the employee's loyalty

Motivation can be defined as a driving force that changes energy in a form of real activity to achieve certain goals (Septianti & Frastuti, 2019). Basically, motivation is closely related to individual's ability and it makes people conclude that there is an ability contained in a person who is full of motivation. There are two kinds of motivation namely intrinsic motivation and extrinsic motivation. An employee with high motivation will have a high enthusiasm for work that can be used to foster his sense of loyalty to the company and also provide the best results for the company. Motivation also refers to the inner strength which organize, support, and encourage employee's behavior to improve work performance and fulfill the required tasks with maximum effort(Hitka *et al.*, 2020). According to previous study by (Aesah, 2018) motivation has significant impact to employee's loyalty at PT National Nobu Bank Kemang Village Branch.

H3: Motivation has positive and significant impact to the employee's loyalty

The workload arises due to the limited capacity and ability of individuals in completing certain tasks. According to Adiguzel & Kucukoglu, (2020) there are several behaviors which control organizational workload, they are: work ethic, individual differences and internal motivation, workload setting, and job considerations. However, workload also causes a lot of errors, misunderstandings, omissions and other mistakes especially when the implementation is not in accordance with the plan (Heryati, 2016). Hence, there must be more discussion about workload so that employees will not feel burdened by the workload capacity received. A well-distributed workload makes employees feel happier in accepting responsibility, comfortable with a structured work cycle, and able to accept additional work beyond the burden they bear. There are three aspects of workload, namely mental, physic, and time (Tarwaka, Bakri, & Sudiajeng, 2016). The previous study by Afuan, Putra, & Kumbara, (2014) showed that workload brings partially positive impact partially on *OCB*.

H4: Workload brings positive and significant impact to employee's OCB.

The concept of organizational culture was adopted by theorists from the discipline of anthropology. Therefore, the variety of cultural understanding in the discipline of anthropology will also affect the variety of cultural understanding in organizational discipline (Lumingkewas, Adolfina, & Uhing, 2019). Organizational culture means behavioral process, values, beliefs, and habits which refer to the behavior of individuals in an organization (Khan *et al.*, 2020). Each organization will show its nature and characteristics based on its characteristics of the organizational culture. Moreover, organizational culture can be referred as a form of assumption that is owned and accepted implicitly by a group, and also determines how is their feelings, thinks about and reacts to its diverse environment (Schein, 2004). A conducive organizational culture develops a high sense of commitment to the organization and its working group (Asriandi *et al.*, 2018). When positive culture is able to be implemented in an organization, employees will have comfortable environment to work. This situation will make it easier for employees to complete the responsibilities and workloads they receive. Their responsibilities and

workloads can be completed easily and quickly which will encourage employees to have an extra role or *OCB* attitude. The previous study stated that organizational culture brings positive and significant impact to *OCB* (Arifiani *et al.*, 2020).

H5: Organizational culture brings positive and significant impact to OCB.

Motivation refers to a condition that comes from within a person’s personality that encourages his desire to do certain activities in order to achieve goals (Hasibuan, 2012). Motivation must focus on the factors that cause or support individual’s activity and the factors include needs, motives, and encouragement (Sinaga, 2018). Through this motivation, employees will have higher spirit to work and increase the company performance level. This motive can be indicated as a person’s driving force to carry out certain activities in achieving the goals (Hendrawan, 2020). Therefore, when someone has high motivation to complete their duties and responsibilities, there will be a desire to do other jobs outside of their main jobs. Septianti & Frastuti, (2019) mentioned two kinds of motivation namely intrinsic motivation and extrinsic motivation. The previous study, both intrinsic and extrinsic motivation have a positive impact to *OCB* (Ibrahim, 2014).

H6: Motivation brings positive and significant impact to employee’s OCB.

Motivasi memiliki pengaruh positif dan signifikan terhadap *OCB* karyawan

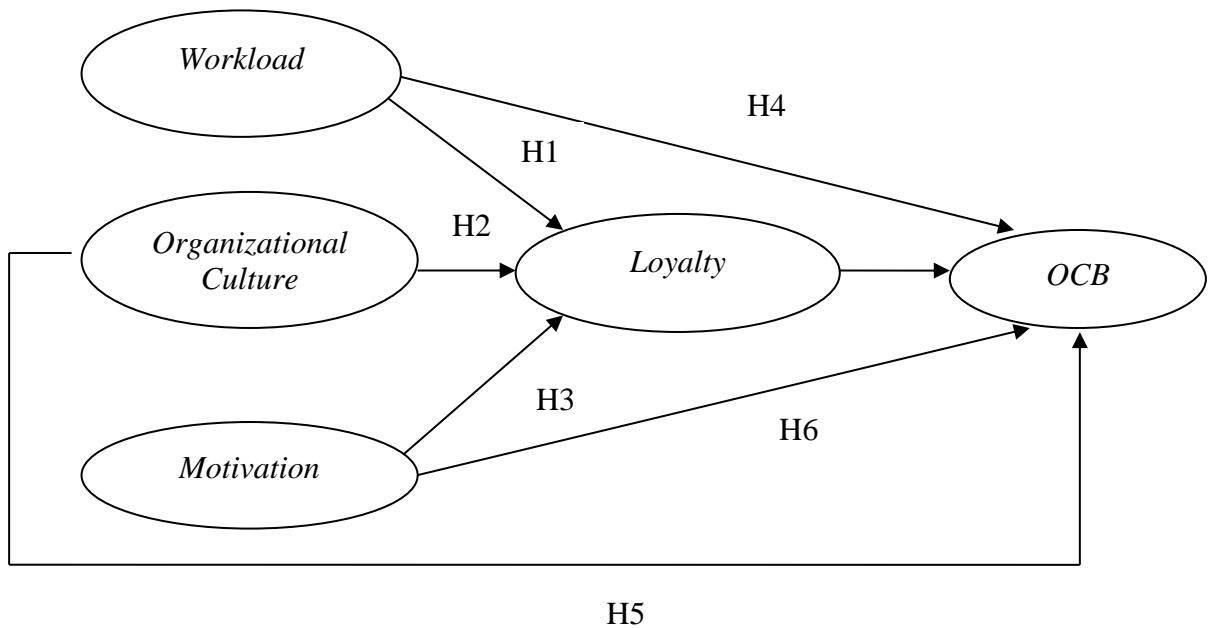


Figure 1. Research Model

RESEARCH METODE

The subject of this study were employees of PT Bummy Harapan Umatwho were on duty at the University of MuhammadiyahYogyakarta (UMY)within 90 people. However, the sample used in this study was only 50 people. The sample is determined based on the Slovin formula with a confidence level of 90% and taking at least 47 people as sample (Slovin, 1960).

$$n = \frac{N}{1 + \frac{N \cdot e^2}{90}}$$

$$= \frac{90}{1 + (90 \cdot 0,1^2)}$$

$$n = 47$$

This test was conducted by using multiple regression analysis and Sobel test. The data was collected through survey by using questionnaires. The questionnaires were distributed to all participants through hardcopy leaflets which were carried out on June 30, 2021. The result was determined by using the Likert's Scale and it was consisted of five options namely: (1) strongly disagree; (2) disagree; (3) quite agree; (4) agree; and (5) strongly agree. The measurement used in this study can be seen from Table 1.

Table1. Indicator of Variable

Variable	Indicator
Workloads	<ul style="list-style-type: none"> • Transparency • Workload practice • Workload policy • Commitment and experience • Clarity • Fairness in work practice (O'Meara, Lennartz, Kuvaeva, Jaeger, & Misra, 2019)
Organizational Culture	<ul style="list-style-type: none"> • Innovative culture • Bureaucracy culture • Supportive culture • Motive to perform • Agreement value • Commitment value (Sarhan, Harb, Shrafat, & Alhusban, 2020)
Motivation	<ul style="list-style-type: none"> • The principle of participation • The principle of communication • The principle of recognition • The principle of authority • The principle of mutual concern (Kuswati, 2019)
Loyalty	<ul style="list-style-type: none"> • Beliefs in the described-situation • Employee expectations • Service quality perceived by employees • Value perceived by employees • Employee satisfaction • Employee loyalty (Strenitzerová & Achimský, 2019)
OCB	<ul style="list-style-type: none"> • <i>Altruism</i> • <i>Civic virtue</i> • <i>Conscientiousness</i> • <i>Courtesy</i> • <i>Sportmanship</i> (Organ, 2009)

RESULT AND DISCUSSION

Validity and Reliability Test

The validity item can be validated when the value of $r_{count} > r_{table}$ (0.279). The result showed that r_{count} of workload was 0.397 - 0.823, organizational culture was 0.699 - 0.879, motivation was 0.407 - 0.777, loyalty was 0.692 - 0.843, and OCB was 0.341 - 0.736 greater than ($>$) 0.279 or all the valid items. The result of *Cronbach's Alpha* of workload was 0.641, organizational culture showed 0.819, motivation was 0.864, loyalty with 0.760 and OCB was 0.785 $>$ 0.60 or reliable instrument.

Characteristics of Respondents

The characteristics of respondents that are presented in Table 2 showed that male was the majority population (88%) and most of them were married (78%). While based on ages, the most dominating age was 31-40 years old (48%). Most of the respondents' last education was high schools (76%) and the highest working period was at 2-5 years (58%).

Tabel 2 Karakteristik Responden

Category	Desc.	Quantity	Percentage
Gender	Male	44	88%
	Female	6	12%
Marital Status	Not married yet	11	22%
	Married	39	78%
Age	Less than 30 years old	12	24%
	31 – 40 years old	24	48%
	41 – 50 years old	13	26%
	More than 50 Tahun	1	2%
Last Education	Junior high school	1	2%
	Senior high school	38	76%
	Bachelor	11	22%
Working period	Less than 2 years	3	6%
	2 – 5 years	29	58%
	6 – 10 years	13	26%
	11 – 15 years	4	8%
	More than 15 years	1	2%

Source: Processed primary data, 2021.

Classic Assumption

There are three types of classic assumption test consists, namely normality test, namely: uji normalitas, multicollinearity test, and heteroscedasticity test. The regression model of this study indicates that the residual data is normally distributed because of the *Asymp* value shows *Sig. (2-tailed) > P-value* (0.05). Furthermore, the regression model does not show symptoms of multicollinearity because the value of $VIF < 10$ and the value of tolerance > 0.10 . The probability of glacer test (*Sig*) is greater than *Sig. (P-Value 0.05)* so that it there is no indication of heteroscedasticity.

Table 3. Classic Assumption Result

<i>Ind.</i>	<i>Dep.</i>	<i>Nor.</i>	<i>Mul.</i>		<i>Het.</i>
		<i>Sig.</i>	<i>Tol.</i>	<i>VIF</i>	<i>Sig.</i>
BK	L	0.155	0.726	1.378	0.785
BO			0.453	2.206	0.143
M			0.382	2.629	0.596
BK	OCB	0.200	0.720	1.388	0.167
BO			0.450	2.223	0.549
M			0.324	3.086	0.064
L			0.586	1.705	0.739

Description: BK=BebanKerja; BO=BudayaOrganisasi; M=Motivasi; L=Loyalitas; OCB=*Organizational Cityzenship Behavior*.

Source: *Processed primary data, 2021.*

Hypothesis Test

The hypothesis test was conducted by T-Test. The hypothesis can be accepted if the statistical significance of T is less than 0.05 ($\text{sig} \leq 0.05$). Based on the findings in Table 4, it can be seen that each variable has significance value of T-count $< \text{sig}$ (0.05) and that means that hypotheses 1, 2, 3, 4, 5, 6 are acceptable.

Table 4.T-Test Result

<i>Ind</i>	<i>Dep</i>	<i>t-hitung</i>	<i>Sig</i>
BK	L	2.904	0.006
BO		4.157	0.000
M		5.718	0.000
BK	OCB	3.856	0.000
BO		5.637	0.000
M		8.779	0.000

Description: BK=BebanKerja; BO=BudayaOrganisasi; M=Motivasi; L=Loyalitas; OCB=*Organizational Cityzenship Behavior*.

Source: *Processed primary data, 2021.*

The next testing is used to find whether loyalty is able to mediate variables X and Y by using the Sobel Test. The hypothesis can be accepted if the Sobel Test value is > 1.96 . This means that the whole Sobel Test proves that loyalty has an effect as a mediating variable.

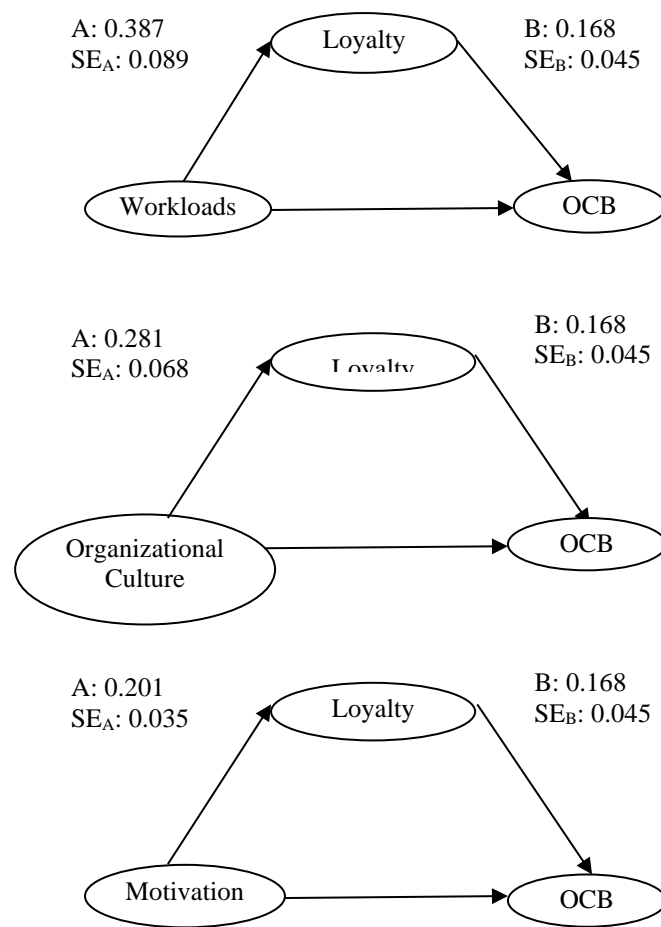


Figure 2. The Result of Sobel Test
 Source: Processed primer data, 2021.

Table 5. The Result of Sobel Test

Variabel	Sobel Test
BK – L – OCB	2.289
BK – L – OCB	2.770
M – L – OCB	3.130

Description: BK=BebanKerja; BO=BudayaOrganisasi;
 M=Motivasi; L=Loyalitas; OCB=*Organizational Cityzenship Behavior*.
 Source: Processed primer data, 2021.

RESULT AND DISCUSSION

The findings of this study found out that workloads carried out positive and significant impact towards loyalty and it showed that the first hypothesis was accepted. It was relevant with the previous research that was conducted by Heryati (2016). The result showed that workloads brought positive and significant impact in loyalty aspect. The significant impact was predicted from the workloads of employees that have been properly organized and distributed. So that it built employee’s sense of responsibility towards the employees for the workload they received. Through this responsibility aspect, there will be employee’s loyalty for the company.

Other findings explained that organizational culture brought positive and significant impact for the loyalty and the second hypothesis was accepted. The result was in accordance with Asriandi *et al.*, (2018) the previous study that proved the importance of organizational culture on loyalty. The significant impact was predicted from the organizational culture that was applied in PT Buharum, especially in Muhammadiyah Yogyakarta (UMY) working area. This principle was accepted by the employees and they assume that the culture was appropriate. This culture brought positive impact to the employee's work climate so that their loyalty to the company was built well.

The third hypothesis was also accepted. It was proved by the result that showed the positive and significant impact of motivation to loyalty. The relevance study Aesah, (2018) was in line with the result of this study, that was motivation drives loyalty to a higher degree. The employees received both intrinsic and extrinsic motivation to increase their work enthusiasm. Their motivation increased from the attractiveness of the work itself, compensation, and good relations between workers. Hence, employees feel their needs have been fulfilled so that it fosters their loyalty from the motivation fulfillment.

The aspect of workloads testing indicated positive and significant impact to OCB and it can be said that the fourth hypothesis was accepted. The result was relevant to the study conducted by Afuan *et al.*, (2014) which stated that workload gave positive and significant impact to OCB. The impact was obtained from the workload received by employees that was matched with their skills. In further, employees still have the opportunity to be able do other task and they can help their co-workers as form of OCB attitude.

The fifth hypothesis was accepted and explained that organizational culture also lead positive and significant impact to the loyalty aspect. The result was relevant to the previous study Arifiani *et al.*, (2020) that organizational culture has positive and significant impact to OCB. The significant effect was figured out by the employee's statement that organizational culture in this company has applied appropriately and they assumed it as a form of employee empowerment. Besides, the current culture is considered capable to create positive climate among employees. Therefore, their coordination can be built properly and also their individual capacity as part of self-development increased.

Motivation has also given positive and significant impact to OCB so that the sixth hypothesis was accepted. The result showed good congruence with the previous study Ibrahim, (2014). It explained that motivation carried out positive impact to loyalty. The impact was supposedly appeared because employees felt their needs to working were fulfilled, so it built their willingness to do other tasks aside of their main responsibilities for the company goals.

The result of further aspect in this study indicated that loyalty was able to mediate work relations, organizational culture, and motivation towards OCB. Although the effect occurs directly, this finding confirmed that loyalty was an important variable that need to be maintained because it was able to link workloads, organizational culture, and motivation to reach the higher level of OCB. As conclusion, a well-distributed workload, a positive work climate, and a proper intrinsic and extrinsic motivation proven to be able to strengthen the growth of employee's OCB.

CONCLUSION

This study finds out that workloads, organizational culture, and motivation carried out positive impact to *OCB*. Besides, loyalty also proves that it is able to mediate the influence of workloads, organizational culture, and motivation to *OCB*. The implications of this study is in the form of input for organizational leaders if they want to improve the policy that leads to the creation of *OCB* in their company. They can also pay attention to the distribution of employee workloads, a conducive organizational work culture, provide proper fulfillment of intrinsic and extrinsic motivation, and encourage employee loyalty. Further research can consider other *OCB* antecedents such as transformational leadership and job satisfaction (Nurjanah, Pebianti, & Handaru, 2020).

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