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The Role of Organizational Citizenship Behaviour (OCB) , Intrinsic Motivation and Job Satisfaction on Employee Performance of Online Shop

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ABSTRACT

The purpose of this study was to analyze the relationship of OCB to employee performance, intrinsic motivation to employee performance and job satisfaction to employee performance. Online questionnaire given to respondents who are online shop employees. This research uses probability sampling method by using simple random sampling as the sampling method. Due to the large number of respondents, the number of samples in this study was calculated using the Slovin equation and the number of respondents who became the sample was 103 people. In this study, the analysis uses structural equation modeling (SEM) with data processing tools using smartPLS 3.0 software. The results of this study are OCB has a positive impact on employee performance, intrinsic motivation has a positive impact on employee performance and job satisfaction has a positive effect on employee performance.

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INTRODUCTION

The business world is growing after the presence of e-commerce in Indonesia. In the past, people transacted face to face. The seller meets the buyer and negotiates the price, and the transaction takes place. Now, that way is starting to shift. The digital world replaces it all. The process is fast, easy, and practical. The process is more convenient after the presence of e-commerce in Indonesia. Consumers no longer come to the store to see products and bargain prices. They simply see the intended e-commerce. Then, look at the product catalog provided. Next, choose a product and enter a payment method. The last thing is to choose a delivery service. According to Audina et al. (2021) [1] there are many online stores in Indonesia that are growing rapidly and have an influence on various aspects including the economic sector. Ernst & Young's analysis data shows that online business in Indonesia is growing by 40% every year. The online business is dominated by SMEs. According to Herlina et al. (2021) [2] It is estimated that there are around 4 million workers working in the e-commerce sector in 2018. In 2022, this number is predicted to rise and embrace more people, around 26 million people or 20% of the country's workforce. This is also influenced by a number of stores that have started to switch from offline to online. The level of public spending in 2018 was recorded to have soared. Bank Indonesia recorded the level of Indonesian people's spending reached 2.92 billion Indonesia. However, this does not necessarily make people extravagant because, they can be more efficient. Online shopping with minimal operational costs makes shopping costs cheaper so that both buyers and sellers feel the positive benefits that exist. According to Audina et al. (2021) [1]; Dewi et al. (2021) [3]; 70% of online transactions are still dominated

by 4 major cities in Indonesia, Jakarta, Surabaya, Bandung, and Semarang. However, the trend shows a growth in the number of online stores in a number of regions in Indonesia, thereby triggering positive economic growth. This is shown through transactions from 2013-2017 which increased. The development of the internet and the increase in people's purchasing power are cited as the 2 main reasons why the regional economy can grow rapidly [4].

The rapid development of e-commerce in Indonesia has resulted in several problems, especially in large shops or retailers who still sell their goods or products directly in stores, this shift in public interest has an impact on a number of malls in Indonesia which are increasingly quiet, this is This occurs because people's interests have shifted because e-commerce provides facilities that make it easier for them to process buying and selling transactions. For some people who have not adjusted to this condition, their sales have decreased due to the interest of buyers who prefer to shop at online shops. This situation forces sellers of goods and products to immediately market their products through e-commerce. Based on the existing problems, the goal that the researcher wants to achieve is to explain the dynamics of e-commerce in Indonesia and show that the impact of the digital economy will continue to grow and see that there is no longer public interest in buying and selling conventionally. The urgency of this research is based on the fact that advances in technology have made it easier for all human activities, and forced humans to immediately adapt to the existing situation in order to become humans who are always able to adapt to the times. In such organizational situations, organizational citizenship behavior (OCB) or behavior determined by voluntary activities that make pro-social contributions to the organization

and co-workers outside of their formal job responsibilities, becomes increasingly important and needed. According to Dewi et al. (2021) [3]; Grigoriou et al. (2021) [5]; OCB is understood as an individual response or independent reaction to the surrounding environment that promotes efficient organizational operations, this behavior is often explicitly rewarded in the incentive structure. OCB is also known as behavior that tends to have an extra role, because the behavior offered by these employees tends to go beyond their main task. According to Dewi et al. (2021) [3]; Grigoriou et al. (2021) [5]; As one of the potential factors in the realm of human resource management, OCB has an impact whose role is quite crucial in increasing work efficiency and effectiveness which can have a positive and constructive impact [6], and has an important role in organizational success in adapting to environmental changes. According to Dewi et al. (2021) [3]; Grigoriou et al. (2021) [5] Employees with OCB have control over their behavior, so they can choose the behavior that is most beneficial to the organization. Based on observations by Satwika and Himam, employee behavior that emphasizes OCB deserves attention and appreciation, which can help increase their motivation to work by carrying out a sustainable and constructive OCB spirit [7]. OCB behavior itself includes things like helping coworkers, following work processes and procedures, volunteering for part-time jobs, helping colleagues reduce workloads and preventing problems at work, helping problems faced by coworkers so that they can help in dealing with problems. with work problems. This OCB has indicators such as cooperation, discipline, and so on resulting from 5 character categories which include altruism, awareness, sportsmanship, politeness, and civil virtue. According to Dewi et al. (2021) [3]; Grigoriou et al. (2021) [5] Discipline is the action of an individual who follows all the

rules issued by the company. Employees who are disciplined in their work will generally be far superior or perform well in their careers and usually their performance will be more memorable. Thus, the level of discipline can have an impact on careers either implicitly or explicitly through other variables.

The cooperation and discipline of employees are factors that affect the improvement of employee performance and the sustainability of the company in general. This also cannot be done without good management and leadership from each division in the company. Judging from the results of research by Dewi et al. (2021) [3]; Grigoriou et al. (2021) [5]; explain that OCB has a significant impact on the quality of employee performance. In various fields, especially in agency life, the human factor is the most important factor, where the human factor is the main problem in every activity in it, all activities or decisions taken by the agency are determined by humans who are members of the agency. Agencies need human resource factors that have potential, both leaders and employees in the pattern of tasks and supervision, which are the determinants of achieving agency goals. Human resources are one of the important factors in an agency because human resources are the main actors in management activities, which ultimately determine the achievement of agency goals. Factors that can improve employee performance, one of which is motivation, motivation is a psychological process that generates and directs behavior to achieve goals or goal-directed behavior. According to Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is the motivation that drives a person to achieve that comes from within the individual, which is better known as the motivational factor. Extrinsic motivation also plays an important

role in improving employee performance, extrinsic motivation is the driving force behind work that comes from outside the self which also determines one's behavior in life. In addition to motivation, commitment is also a very important factor for an agency. According to Rinaldi et al. (2021) [10]; Sumarsi (2019) [7]; Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] mentions that organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to stay as members of the organization. According to Rashid et al. (2021) [12] Intrinsic motivation is a value or a combination of enjoyment or pleasure in carrying out a task for a particular purpose, it can be said that intrinsic motivation that functions as a reward is individual behavior in carrying out these activities, not external rewards. Intrinsic motivation makes employees aware of their responsibilities and work better and motivated to be enthusiastic about completing their work well. The purpose of this study was to analyze the relationship of OCB to employee performance, intrinsic motivation to employee performance and job satisfaction to employee performance. Online questionnaire given to respondents who are online shop employees.

Hypothesis Development

In the research conducted by Mahmoud et al. (2021) [13]; Nasiatin et al. (2021) [14] explained that OCB has a positive effect on employee performance which means that with increasing OCB employees, it will improve performance. The study also emphasized that OCB is an important variable that must be taken into account to optimize employee performance. In another study which Oktavia conducted shows that there is a significant positive effect between OCB on the work performance of the employees. The

higher the level of employee OCB, the performance of employees in the company also increases. Then the next reference to support the results of research in this study is the results of research conducted by Khiong (2022) [15]; Kurniasih et al. (2022) [16]; Mahmoud et al. (2021) [13]; Nasiatin et al. (2021) [14] in his research he explained that OCB can have a significant and positive impact on the performance of employees.

H1: OCB has a positive impact on employee performance

One of the variables that can affect employee performance is intrinsic motivation. The most powerful motivation is intrinsic motivation because it is embedded directly within the employee. Through intrinsic motivation, employees are better aware of their responsibilities and work and are encouraged to be enthusiastic. According to Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] stated that if individual competence is in line with organizational competence, then organizational goals can be achieved effectively. In employee context, relational competence is the ability possessed by employees in establishing relationships with other employees and their environment. According to Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] One way to build competence can be done by streamlining training to improve the capabilities of its human resources. When in If an organization has a rational relationship, then employee performance will be able to increase.

H2: Intrinsic motivation has a positive impact on employee performance

Job satisfaction is a general attitude towards a person's job, which shows the difference between the number of awards workers

receive and the amount they believe they should receive Accept. According to Rinaldi et al. (2021) [10]; Sumarsi (2019) [7]; Sosiady (2022) [11] If the employee is emotionally satisfied, it means job satisfaction is achieved and vice versa if not, it means the employee is not satisfied. Employee performance is a result or level of success that must be achieved by employees with criteria determined by company management. According to; Rahmansyah (2022) [17]; Rashid et al. (2021) [12]; Rinaldi et al. (2021) [10]; Sumarsi (2019) [7]; Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] found that positive and significant influence of job satisfaction on employee performance as well as Rinaldi et al. (2021) [10]; Zakaria (2021) [9]

H3: job satisfaction has a positive effect on employee performance

RESEARCH METHOD

Online questionnaire given to respondents who are online shop employees. Through the Whatsapp network, questionnaires were distributed. While literature, books, and websites used as a secondary data source. The population used consisted of 2013 permanent employees from all online shops. This research uses probability sampling method by using simple random sampling as the sampling method. Due to the large number of respondents, the number of samples in this study was calculated using the Slovin equation and the number of respondents who became the sample was 103 people. In this study, the analysis uses structural equation modeling (SEM) with data processing tools using the smartPLS 3.0 software. The independent variables in this study are OCB, intrinsic motivation, job satisfaction and the dependent variable is employee performance. The model can see in [figure 1](#).

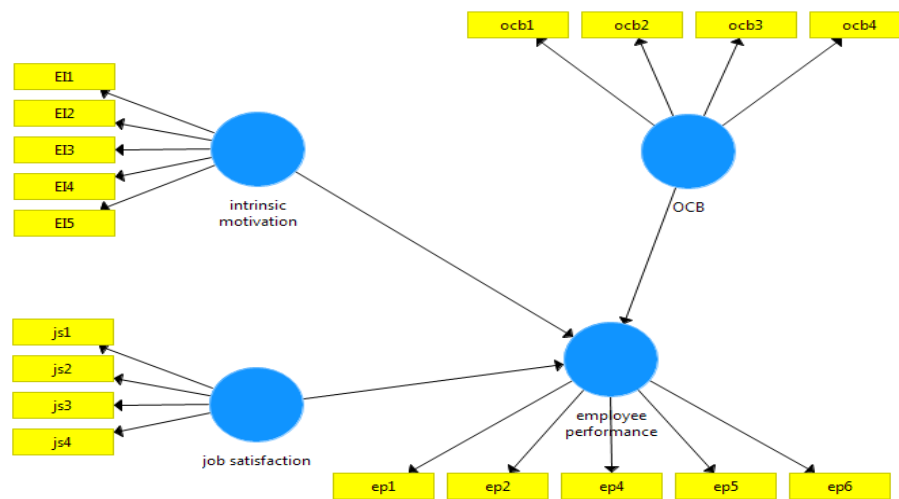


Figure 1. Research model

The hypotheses in this study are:

- H1: OCB has a positive impact on employee performance
- H2: Intrinsic motivation has a positive impact on employee performance
- H3: job satisfaction has a positive effect on employee performance.

RESULT AND DISCUSSION

Evaluation of Measurement Model or Outer Model A research model can use latent constructs with reflective and formative indicators. These indicators

need to be tested for validity and reliability. The following in [figure 2](#) is a test of validity and reliability for the model which all uses reflective indicators.

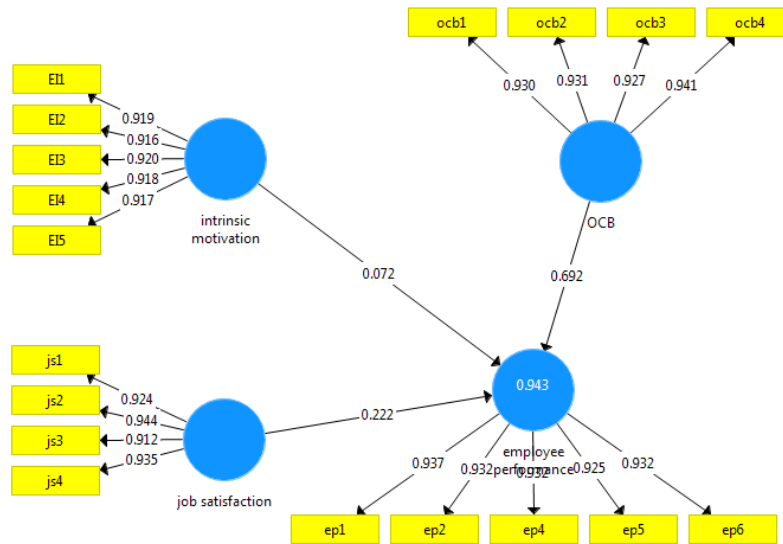


Figure 2. Validity and reliability testing

Indicator Reliability

Indicator reliability aims to assess whether the latent variable measurement indicators are reliable or not. The trick is to evaluate the results of the outer loading of each indicator. A loading value above 0.7 indicates that the construct can explain more than 50% of the indicator variance. Internal Consistency Reliability Internal Consistency Reliability measures how capable the indicator can measure its latent construct. The tools used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 - 0.7 is considered to have good reliability and the expected Cronbach's alpha value is above 0.7. Based on Figure 2 Composite reliability values for all variables; OCB, intrinsic motivation, job satisfaction, employee performance 0.6 – 0.7 are considered to have good reliability and Cronbach's alpha value is above 0.7.

Convergent Validity

Convergent validity is determined based on the principle that the measures of a construct should be highly correlated (Ghozali and Latan, 2015). Convergent validity of a construct with reflective indicators was evaluated by Average Variance Extracted (AVE). The AVE value should be 0.5 or more. An AVE value of 0.5 or more means that the construct can explain 50% or more of the item variance. The coefficient of determination (R²) The coefficient of determination (R²) is a way to assess how much endogenous constructs can be explained by exogenous constructs. The value of the coefficient of determination (R²) is expected to be between 0 and 1. R² values of 0.75, 0.50, and 0.25 5 indicate that the model is strong, moderate, and weak [18] . Criteria for R² values of 0.67, 0.33 and 0.19 as strong, moderate, and weak. Based on Figure 2 The coefficient of determination

(R2) shows a value of 0.943 or 94.3% that the model is strong

Hypothesis Testing (Resampling Bootstrapping)

The bootstrapping procedure produces t-statistical values for each relationship path used to test the hypothesis. The t-statistic value will be compared with the t-table value. Research that uses a 95%

confidence level so that the level of precision or limit of inaccuracy (α) = 5% = 0.05, the value of the t-table is 1.96. If the t-statistic value is less than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the value of t-statistics is greater than or equal to t-table (t-statistics > 1.96), then Ho is rejected and Ha is accepted. It explain in [figure 3](#).

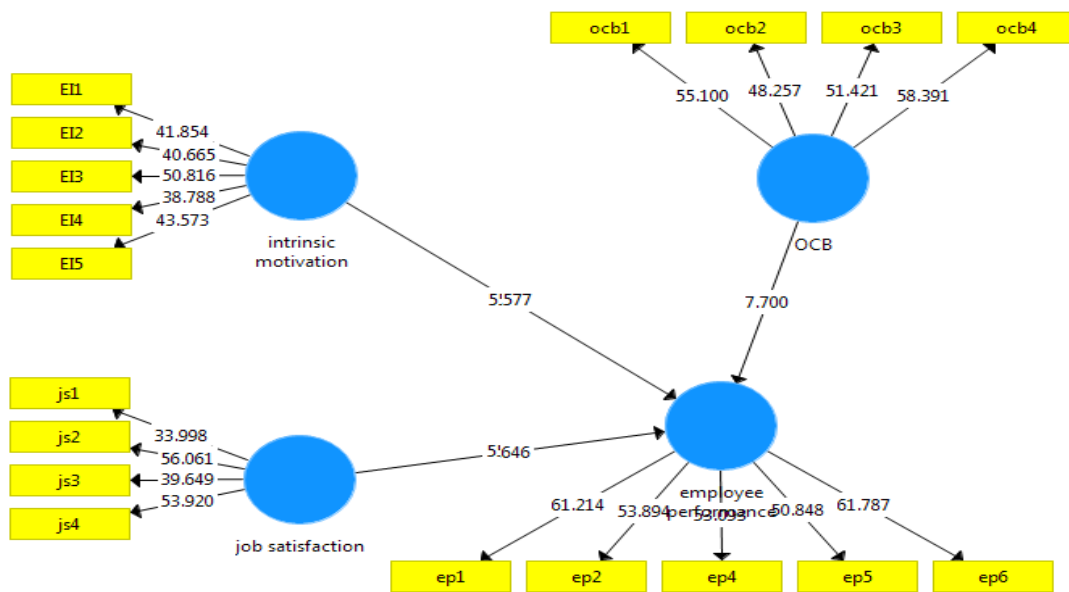


Figure 3. Validity and reliability testing

The Effect of Organizational Citizenship Behavior (OCB) on Employee Work Performance

The impact of OCB on the work performance of employees (Y) obtained a tcount value of 7.700 > tTable 1.982 and a significance value of 0.000 < 0.05, which means Ho is not accepted while Ha is accepted. So it can be concluded that OC directly has an impact on the work performance of employees. This is proven by the high employee behavior in helping co-workers and of course can improve individual performance and organizational performance, on the other hand the behavior of trying to exceed what is expected. It is expected that the company is still low but the variable of citizenship

organizational behavior still has an influence on the work performance of employees. This is in line with research conducted by Audina et al. (2021) [1]; Dewi et al. (2021) [3] whose research revealed that organizational citizenship behavior (OCB) has a positive influence on employee performance 0.000 > 0.05, which means that with increasing employee OCB, it will improve their performance. In the study of Grigoriou et al. (2021) [5]; Herlina et al. (2021) [2] also confirms that OCB is an important variable that must be taken into account to optimize employee performance. In another study by Oktavia, it showed that there was a significant positive effect between OCB on the work performance of employees. The higher the

level of employee OCB, the performance of employees in the company also increases. Then the next reference to support the results of research in this study is the results of research conducted by Herlina et al. (2021) [2] in which in his research he explained that OCB can have a significant and positive impact on the performance of employees. This is in line with the results of research conducted by Grigoriou et al. (2021) [5]; Herlina et al. (2021) [2] which states that organizational citizenship behavior has a positive and significant effect on employee performance. Another study that supports the above results is a study conducted by Jufrizen et al., (2020) [19] which found a positive effect of the OCB variable on performance.

The Influence of Intrinsic Motivation on Employee Work Performance

Intrinsic motivation is one of the factors that must be considered by company leaders because if employees are successfully motivated it can encourage employees to improve their performance and work performance. obtained a tcount value of $5.577 > t_{Table} 1.982$ and a significance value of $0.000 < 0.05$, which means H_0 is not accepted while H_a is accepted. According to research conducted by Purwanto et al. (2021) [20]; Prayuda (2019) [21] shows that work motivation has a positive effect on employee performance. The company is expected to increase the award factor for recognition of work achievements that have been achieved by employees based on work results and length of service. Based on the results of the research that has been done, the results are in accordance with the proposed hypothesis that intrinsic motivation has a positive effect on employee performance. In this case, based on the results of descriptive analysis of intrinsic motivation variables,

the indicator that has the highest percentage is meeting the needs, the income received by employees from the company can meet the needs of employees. This means that the high level of needs and demands to meet the needs of employees' lives, encourages employees to improve their performance. This research is in line with the research conducted by According to Novitasari, D. (2020) [22]; Na-Nan et al. (2021) [23] that work motivation contributes to employee performance.

Intrinsic work motivation is the driving force and impetus in a person to behave and work diligently and well according to the task and well in accordance with the tasks that have been given to him Intrinsic work motivation is the motivation that is directly associated with the implementation of tasks which include achievement, the possibility to advance work itself. With this work motivation, employees will give their best, work more productively and increase work effectiveness. In this study, four indicators will be used, namely: achievement, appreciation, self-development, responsibility. According to Purwanto et al. (2021) [24]; Qurtubi (2022) [18]; Rahmansyah (2022) [17]; Rashid et al. (2021) [12] which states that intrinsic work motivation partially has a positive and significant relationship between intrinsic work motivation and employee performance with a strong relationship. A positive coefficient indicates that intrinsic work motivation has a positive effect on employee performance. Which means the higher the intrinsic work motivation, the higher the employee's performance will be. Employee performance is positively and significantly related to work motivation. Intrinsic work motivation has a positive and significant effect on employee

performance because there is an internal drive to do the work that has been set by the company and can carry out tasks well in order to achieve company goals. Work motivation is a factor that affects the performance of employees who will try to complete a job or work well if they feel supported. Motivation is considered very necessary so that employees are more enthusiastic and always show responsibility in working to produce the best work results.

This shows that intrinsic work motivation can affect employee performance, it is proven that employees can improve their performance by motivating themselves to complete their tasks well. According to Rinaldi et al. (2021) [10]; Sumarsi (2019) [7]; Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] stated that intrinsic work motivation is positively and significantly related to employee performance, which means that the better the intrinsic work motivation of employees in the company, the higher employee performance (Kasmir, 2016) shows that intrinsic work motivation positive and significant effect on employee performance. This means that motivation is considered indispensable so that employees are more enthusiastic and always show responsibility in working to produce the best work results.

According to Purwanto et al. (2021) [20]; Sumarsi (2019) [7]; Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] stated that employee performance is positively and significantly related to work motivation. Intrinsic work motivation has a positive and significant effect on employee performance because there is an internal drive to do the work that has been set by the company and can carry out tasks well in order to achieve company goals. According to Rinaldi et al.

(2021) [10]; Sumarsi (2019) [7]; Sosiady (2022) [11]; Wahyuningrat et al. (2022) [8]; Zakaria (2021) [9] which states that intrinsic work motivation partially has a positive and significant relationship between intrinsic work motivation and employee performance with a strong relationship. A positive coefficient indicates that intrinsic work motivation has a positive effect on employee performance.

The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) Partially, the job satisfaction variable has a positive and significant effect on the OCB variable so that H1 is accepted. obtained a tcount value of 5.646 > tTable 1.982 and a significance value of 0.000 < 0.05, which means Ho is not accepted while Ha is accepted. This result is in line with the research conducted by Dewi et al. (2021)[3]; Grigoriou et al. (2021)[5]; Herlina et al. (2021) [2] which states that job satisfaction has a positive and significant effect on OCB. Job Satisfaction on Employee Performance The results of this study indicate that job satisfaction is proven to have an effect on employee performance, meaning that employee satisfaction or dissatisfaction at work is proven to have an impact on employee performance achievement. This means that a high level of job satisfaction will encourage an employee to always devote energy, thought and time to the successful achievement of organizational goals. Conversely, if these needs are not met, job dissatisfaction will arise. As a result of this dissatisfaction, among others, the level of productivity and employee performance has decreased. So that in achieving optimal organizational goals, employee job satisfaction becomes an important aspect to consider in improving employee performance achievements. The same research results have also been published

in journals which conclude that work motivation has been shown to have an effect on employee performance at the Banyuasin Manpower and Transmigration Office. Likewise Grigoriou et al. (2021) [5]; Herlina et al. (2021) [2] which concludes that work motivation is proven to have an effect on job satisfaction of employees of the Indonesian Ministry of Manpower. Furthermore, Audina et al. (2021)[1]; Dewi et al. (2021)[3]; Grigoriou et al. (2021)[5]; Herlina et al. (2021) [2] which concludes that work motivation is proven to have an effect on employee performance.

CONCLUSION

OCB has a positive impact on employee performance, employee discipline is mediated from the application of OCB attitude which in the application has an impact or influence on employee performance. The author suggests that the company can maintain and improve the level of discipline of employees, in addition the company can initiate appreciation to employees employees who have contributed to their good performance, as well as to every employee who has a more dominant OCB attitude, thus employees can be more eager to do the same constructive thing. In addition, the

provision of entertainment activities outside of working hours such as outbound every year for employees can be encouraged to provide a new fresh spirit, which is about it can also be a stress-reducing factor for employees to work pressure. Improving and maintaining the quality of OCB, which in this case also improves performance individual employees. This allows each employee to develop and improve various ideas to improve performance and quality of work, creating mutual respect, support and cooperation. Improve teamwork and increase workload For the next researcher, it is hoped that they will be able to continue this research through: examine in depth the conclusions in this study. For researchers The next step is to examine other variables that can affect performance variables employee. as for examples of variables that can be used are work engagement, motivation work, and work-life balance.

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