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The Effect Of Work Motivation And Work Fatigue On The Performance Of Lecturers Mediated By Ocb (Organizational Citizenship Behavior) (Survey At Universities In Cilacap District, Indonesia)

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Abstract

Lecturers are professional educators from scientists with the main task of transforming, developing and disseminating science, technology and arts through education, research and community service. The task of tridharma must be carried out properly and correctly, so the performance of lecturers is one of the concerns of universities and even the community. This study used a survey method using a sample of 168 university lecturers in the Cilacap Regency area as research respondents. Obtained the results of the study there is the influence of work motivation on OCB (organizational citizenship behavior), there is the influence of work motivation on lecturer performance mediated by OCB (organizational citizenship behavior) there is the influence of OCB (organizational citizenship behavior) on performance, there is the effect of work fatigue on OCB (organizational citizenship behavior), There is an effect of work fatigue on performance, there is an effect of work fatigue on lecturer performance mediated by OCB (organizational citizenship behavior) on lecturers in Cilacap Regency Based on the results of the study it is suggested to improve the performance of the lecturers needed motivation, reduction of fatigue so that they can work comfortably. OCB is one of the bridges or the media so that the performance of lecturers is improved.

Keywords; Motivation, work fatigue, by OCB (organizational citizenship behavior), performance

1. INTRODUCTION

The quality of educational institutions is strongly influenced by inputs to the education system including students, lecturers and facilities for supporting the teaching and learning process. These three factors are interdependent and influence each other in creating a successful teaching and learning process. Lecturer is someone who based on his education and expertise is appointed by the university administrator with the main task of teaching. According to the Law on Teachers and Lecturers number 14 of 2005, lecturers are professional educators of scientists with the main task of transforming, developing and disseminating science, technology and art through education, research and community service.

The main challenge in the world of Indonesian education today and in the future is the ability to improve the quality of human resources, so that the Indonesian nation becomes a productive, efficient nation, and has strong self-confidence so that it can compete with other nations in this global life. (Andayani, 2014)

The development of higher education in Cilacap is quite encouraging, in terms of quantity the number of higher education institutions in Cilacap is quite a lot, namely 12 universities with 289 lecturers as shown in table 1.

Table 1. Number of lecturers by universities in Cilacap

No	College Name	Number of Lecturers
1.	Politeknik Negeri Cilacap	75
2.	Universitas NU Algojali	50
3.	STIE Muhammadiyah	18
4.	Akademi maritim Nusantara	20
5.	Stikes Al Irsyad	36
6.	STKIP Darus salam Karang Pucung	12
7.	STKIP Majeneng	10
8.	Stikes Paguwarmas	30
9.	Akbid Graha mandiri	7
10	Stikom Komputama Majenang	13
11	Akbis Graha Mandiri	6
12	STAIS Sufyan Tsauri Majenang	12
	Jumlah	289

According to research (Ruata, 2011) Through regression analysis, the results obtained that lecturer competence and work motivation can simultaneously be used as predictors of lecturer performance at Manado State University Research (Diyanti et al., 2017) work motivation and climate have a significant effect on job satisfaction of IPB educators, job satisfaction affects the performance of educators. Motivation plays a very important role in improving the performance of lecturers. Lecturers in Cilacap are generally motivated by lecturer certification because with the serdos their income increases so that they motivate performance improvements.

Motivation is the cause, the basic reason for a person's encouragement to act or the main idea that always plays a role in human behavior. The reason for being more active in work than lecturers in general is because of economic motivation other than worship motivation. The motivation given by higher education leaders has an important role in increasing the morale and commitment of employees and lecturers to higher education which in turn can improve the performance of employees and lecturers. Fatigue shows different conditions for each individual, but all of them lead to a loss of efficiency and a decrease in work capacity and body resistance (Tarwaka, 2009). Fatigue due to work is often interpreted as a decrease in efficiency, work performance and reduced physical strength / endurance of the body to continue what must be done (Sritomo., 2015).

There are many lecturers in Cilacap who experience fatigue due to the heavy workload, apart from being a lecturer, there are also others who are engaged in other jobs for reasons of necessity. This was stated by (Jenita, 2015) In general, lecturers at private universities teach more than one university on average, to meet the needs of life. The higher cost of living today causes teaching staff to no longer focus on carrying out their duties as a lecturers in improving the quality of education, because their time has been taken up to teach at other universities, this causes the performance of lecturers to decrease only because these universities cannot fulfill their life needs in accordance with the needs of a decent and adequate life. Work fatigue is a variety of conditions accompanied by a decrease in efficiency and resilience at work (Suma'mur, 2009).

Research (Sofia, 2016) that employees who behave OCB indirectly affect the achievement of organizational goals, because the OCB behavior shown by employees will contribute to improving employee performance at the Regional Secretariat of Kudus Regency. Prilaku. Organizational Citizenship Behavior (OCB) will improve the performance of employees and Lecturers of the Nusantara Maritime Academy because this behavior is a good and disciplined behavior, including helping each other selflessly, reminding each other and replacing co-workers (Hendawan et al.,

2017). According to Wirawan (2014) the factors that influence OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership & servant leadership, employee social responsibility, employee age, work involvement, collectivism and organizational justice.

Successful organizations need employees who will do more than their normal job duties or employees who will deliver performance beyond the organization's expectations. In today's dynamic world of work, where tasks are increasingly being carried out in teams and flexibility is critical, organizations need employees who will perform OCB.

An achievement or level of success achieved by an individual or an organization in carrying out work in a certain period is referred to as performance. Performance can also be interpreted as an achievement achieved in carrying out services to the community in a period. Performance improvement cannot be realized if there is no good management or management, which can encourage institutional efforts to improve performance. Performance basically focuses on problems in the planning process, implementation, and also the results obtained after carrying out the work. In an organization, performance is usually referred to as an answer to the success or failure of the initial goals of the work program and policies that have been set.

Robbins (2006) Performance is the achievement of the work of employees within a certain time, to measure the performance of employees individually there are six dimensions, namely quality is still found by employees who are less enthusiastic at work, lack of creativity and innovation in carrying out their duties, some work has not been completed perfectly because completed in a hurry, the quantity of work report units is not always in accordance with the specified time period target, there are still some scheduled employee work activities that have not been carried out in the specified period, the timeliness of completion of work is not on time, the resolution of protracted problems late, some employees have not been able to maximize their working time.

Facts in the field show that the performance of lecturers as the spearhead to improve the intelligence of the nation's life has not shown optimal work, this can be seen based on data and promotions or ranks as benchmarks for lecturers. Promotions in positions, levels of education, and promotions for lecturers can be seen from education, and levels of academic positions. Lecturers do not fully concentrate on their duties, lecturers who do not carry out teaching and learning tasks in class due to unclear reasons, lecturers arrive late in carrying out teaching and learning tasks in class, lack of independent or group research conducted by lecturers as one of the requirements for fulfilling credit score requirements, lack of lecturers involved in writing scientific journals or scientific articles, both published and unpublished.

Work motivation is a desire to do as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need (Robbins, 2006). Employees who have high motivation, then employees do work with enthusiasm and passion so that they will achieve optimal performance which will certainly support the achievement of company goals efficiently and effectively (Noni Widyastuti, 2015). Basically, work motivation also encourages OCB. Work motivation also affects employees' OCB because when employees are motivated, they are able to make them feel valued so that they can influence their attitude to accept any job and carry it out. Those who have a positive attitude towards the company will be more motivated to display OCB behavior.

Based on research (Setiawan et al., 2019) shows that there is an influence of work motivation on Organizational Citizenship Behavior (OCB) in BPR Tunas Artha Jaya Abadi employees at the Mejayan branch. Research (Jr & Story, 2011; Myasyorah, 2018; Setyobudi, 2015) states that work motivation is related and has an effect on Organizational Citizenship Behavior (OCB) (F. H. T. Wiranti, 2014). It can be concluded that there is an influence of work motivation on Organizational Citizenship Behavior (OCB).

Several factors that influence motivation are: internal factors and external factors. Internal factors such as organizational goals and values, technology, managerial structures and processes.

These factors, individually and collectively, influence the motivation of individuals and groups in organizations. The goals and values (implicit or explicit) of an organization influence motivation, by identifying what is desired and exhibiting appropriate behaviors that can be used to achieve those outcomes. The type of technology used in the organization also affects motivation. In some ways, human activities are driven by the speed of machines. Management processes in organizations can also affect motivation, such as leadership style and decision making.

Anjelina's research (2018) entitled the influence of leadership behavior, motivation and work environment on employee performance at Islamic banks with organizational citizenship behavior (OCB) as a mediating variable (Case Study of the State Savings Bank (BTN) Syariah Yogyakarta). on performance. Hasil penelitian (Anjelina, 2018; Bourdage et al., 2012; Huei et al., 2014; Mayasari, 2014; Shinta rina rachmawati, 2009; F. H. T. Wiranti, 2014) mengemukakan bahwa motivasi kerja berpengaruh terhadap kinerja, semakin tinggi motivasinya maka kinerjanya makin baik. Motivasi merupakan suatu kekuatan potensial yang ada dalam diri seseorang manusia, yang dapat dikembangkannya sendiri atau dikembangkan oleh sejumlah kekuatan dari luar yang ada, pada intinya berkisar sekitar imbalan materi dan imbalan non materi yang dapat mempengaruhi hasil kinerjanya secara positif atau secara negatif, dimana tergantung pada situasi dan kondisi yang dihadapi orang yang bersangkutan (Rahmawati, 2013).

OCB as individual behavior that is independent, is not directly or explicitly related to the reward system and can improve the effective functioning of the organization. About a decade later Organ realized that there were flaws in his definition. So Organ revised the definition of OCB into behaviors that show maintenance and improvement in the performance of tasks in both social and psychological contexts. This means that this behavior is not included in the job requirements or employee job descriptions, so if it is not displayed, it will not be punished.

Research (Florindo et al., 2017) entitled "The mediating role of organizational citizenship behavior. the effect of transformational leadership and work motivation on employee performance" indicates that OCB mediates motivation and performance arting with the role of OCB, the performance will increase. Research (Arman et al., 2007; Hakim et al., 2014; Nurusyifa, 2018; Osman et al., 2017) states that there is a mediating effect of OCB on increasing the effect of work motivation on performance. Research (T. Wiranti et al., 2011) Performance will be further enhanced by motivation mediated by OCB. So it can be concluded that there is an effect of OCB mediation on increasing the effect of work motivation on performance. Successful organizations, in addition to being supported by appropriate job designs, also need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work where tasks are increasingly being done in teams, flexibility is very important. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions. Prosocial behavior or extra actions that go beyond the defined role description in the organization are called OCB.

The research by Sihombing & Sitanggang (2018) entitled "the influence of job characteristics and OCB (organizational citizenship behavior) dimensions on employee performance at pt. bina media pioneer Medan" concluded that there is an influence of Organizational Citizenship Behavior (OCB) on Performance. Research (Farrel, 2019) shows that organizational citizenship behavior has a positive and significant effect on employee performance (Nufus, 2011).

OCB is a good trait without the motivation to get rewarded, this good trait causes performance to increase as in research (Hakim et al., 2014) that OCB will improve performance so that it will be more productive and increase. Based on the above, it can be hypothesize The behavior to be willing to make a positive contribution is expected not only to be limited to formal work obligations, but ideally more than the obligations that must be carried out. This behavior is called organizational citizenship behavior (OCB). This behavior describes the behavior of employees who volunteer to help their co-workers when facing a difficult job, are active in attending meetings, actively provide constructive suggestions for the progress of the company. d that there is an effect of Organizational Citizenship Behavior (OCB) on Performance.

Research (Hendawan et al., 2019) states that OCB has a significant effect on fatigue, employees who have a social spirit like to help others, replacing other people's work will reduce fatigue so that everything they do with pleasure will reduce work fatigue. Helping each other will also relieve others so that those who are helped will reduce work fatigue. According to (Bolino et al., 2015) the relationship between OCB and burnout was significantly stronger and positive when perceived organizational support was low, and significantly stronger and negative when the quality of team members was high and pressure to engage in OCB was low. Our results also show that fatigue is negatively related to OCB measures. Based on the above, a hypothesis can be made; there is an effect of job burnout on organizational citizenship behavior (OCB).

The problem that stands out in modern life today that has not been properly controlled is the problem of work fatigue. Although the issue of job fatigue was discussed in England at the end of World War I, there was no body that specifically focused on preventing the effects of work fatigue on work productivity. Work fatigue is a complex phenomenon caused by biological factors in the work process and is influenced by internal and external factors. Internal factors that influence the occurrence of work fatigue are an inadequate work environment, and external factors that influence work fatigue are psychosocial problems (Setyawati, 2010). Work fatigue shows different conditions but they are all related to a reduction in work capacity and general resilience.

Research Yamin et al. (2018) "the effect of BMI, workload, work fatigue and complaints of musculoskeletal disorders on the performance of nurses at Sawerigading Hospital, Palopo City" concludes that there is a significant effect of work fatigue and its impact on nurse performance. According to Barker & Nussbaum (2011), the reported level of mental fatigue is higher than the level of physical fatigue, and the level of acute fatigue is higher than the level of chronic fatigue. All dimensions and conditions of fatigue were negatively correlated with perceived performance. Research results .Nawangwulan et al. (2019) shows that showing work fatigue and work stress have a simultaneous effect on performance. Based on the above, it can be an initial conclusion that fatigue affects performance.

Fatigue can be interpreted as a condition of decreased efficiency, work performance, and reduced physical strength or endurance to continue the activities that must be done. Feeling tired is not only felt when you finish work, but also when you are working, sometimes even before work. Fatigue that occurs continuously results in chronic fatigue. Fatigue is a component of physical and psychological exhaustion. Physical work that involves hand speed and eye function and requires continuous concentration can cause physiological fatigue and a decrease in the desire to work caused by psychological factors that cause fatigue. In general, fatigue is a state of labor characterized by feelings of tiredness and fatigue. decreased work alertness, is chronic and is a psychosocial phenomenon. Work fatigue can lead to decreased performance which can result in decreased work productivity, absenteeism, leaving work, work accidents and affect work behavior (Medianto, 2017). According to Hakim et al. (2014) OCB has a significant and positive impact on lecturer performance, this shows that OCB is a good mediation to reduce the negative influence of independent variables in this case work fatigue. The results of the study (Agustiningsih et al., 2017) Regarding the indirect effect, job satisfaction and OCB did not mediate the effect of remuneration on AR Supervision performance, OCB also did not mediate the effect of job satisfaction on AR Supervision performance.

The findings reveal that employee performance is positively influenced by transformational leadership. Moreover, more than half of that influence is mediated by their OCB. These findings remind managers of the need to pay attention to transformational leadership, cultivate OCB behavior, and thus to ultimately improve employee performance (Yaghoubi et al., 2013). Based on the above, OCB as a mediation can increase the influence or decrease the influence, so it can be concluded temporarily that there is an effect of work fatigue on lecturer performance mediated by OCB (organizational citizenship behavior). From the description of the relationship between variables above, the researcher describes the framework of thought as follows:

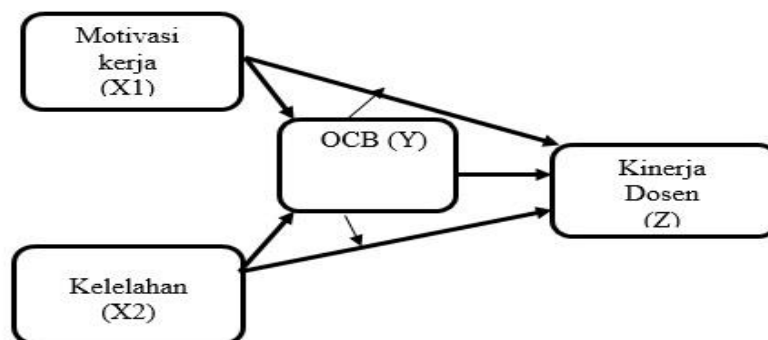


Figure 1 Thinking Framework

Hypothesis

A hypothesis is a provisional assumption, where the truth must be tested again. Based on the framework, the researcher can put forward a hypothesis (temporary assumption) as follows:

Hypothesis 1: Work motivation has a positive effect on OCB (organizational citizenship behavior) on lecturers in Cilacap Regency.

Hypothesis 2: Work motivation has a positive effect on lecturer performance in Cilacap Regency.

Hypothesis 3: Work motivation has a positive effect on lecturer performance through OCB (organizational citizenship behavior) on lecturers in Cilacap Regency.

Hypothesis 4: OCB (organizational citizenship behavior) has a positive effect on the performance of lecturers in Cilacap Regency.

Hypothesis 5: Work fatigue affects the OCB (organizational citizenship behavior) of lecturers in Cilacap Regency.

Hypothesis 6: Work fatigue affects the performance of lecturers in Cilacap Regency

Hypothesis 7: Work fatigue has an effect on lecturer performance through OCB (organizational citizenship behavior) on lecturers in Cilacap Regency.

RESEARCH METHODOLOGY

This research which makes the object of research in general includes an analysis based on work motivation and work fatigue which is called the independent variable, the dependent variable in this study is the lecturer's performance while the mediating variable in this study is OCB. (organizational citizenship behavior). The locations in this study are all universities in Cilacap Regency, Central Java. Sources of data used are primary data and secondary data. Primary data means data obtained directly from the source, using an instrument or a questionnaire containing a number of structured written questions to obtain information from respondents, both about their personalities and other things they want to know.

Questionnaires can be in the form of open questions which include the identity of the respondent and closed questions accompanied by alternative answers so that the respondent only needs to choose one of the alternative answers (Sugiyono, 2008). This study uses a questionnaire or questionnaire, the list of questions is structured in the form of multiple choice questions and closed questions.

Secondary data is a way of collecting data obtained from various library materials in the form of books, magazines, journals and other documents that are related to the study material. Secondary data was obtained by using documentation and literature study. The method used by researchers is to ask for data that has been previously recorded, for example: data on the number of lecturers. The research is carried out by taking primary and secondary data directly by giving questionnaires to lecturers. Then the data was analyzed using SEM.

RESEARCH RESULTS AND DISCUSSION

In accordance with the model developed in this study, the data analysis tool used is SEM which is operated using the AMOS application. These steps refer to the SEM analysis process according to Ghazali (2017). The sequence of the analysis steps includes:

After developing the theory lined model, the next step is to compile the model in the form of a flow chart that will make it easier to see the causality relationships that will be tested. In flowcharts, relationships between constructs are represented by arrows. Straight arrows indicate a direct causal relationship between constructions with other constructs, while curved lines indicate the relationship between constructs with arrows at each end showing correlations between constructs. Measurement of the relationship between variables in SEM is called a structural model. Based on the existing theoretical basis, a path diagram for SEM is made as follows:

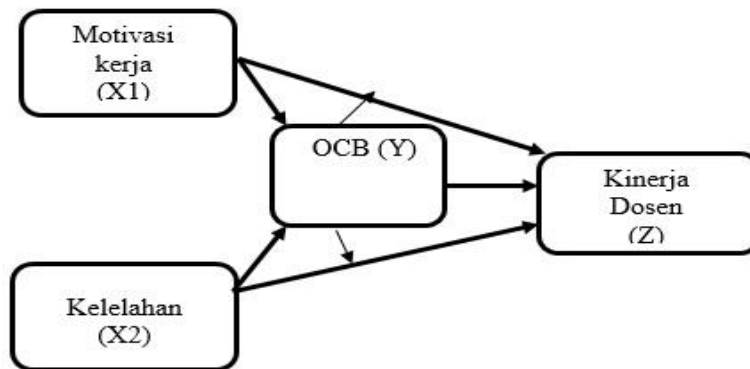


Figure 2 Flowchart

The model that has been stated in the flowchart in step 2 is then expressed into a structural equation.

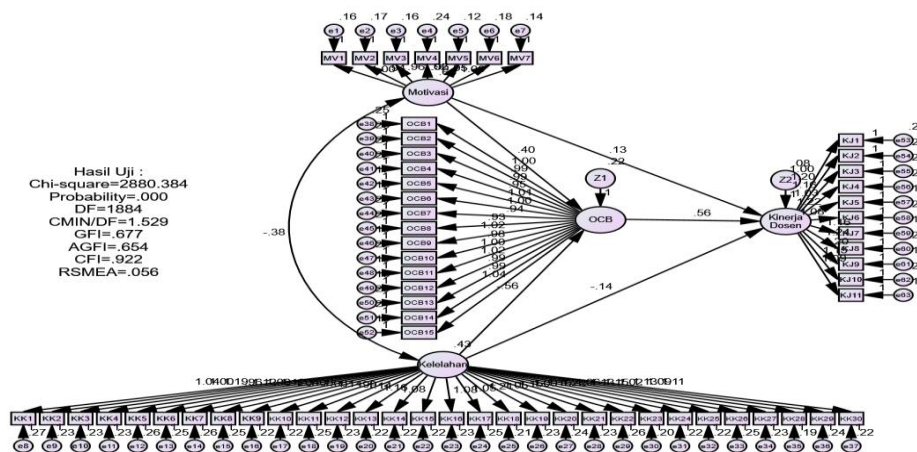


Figure 3 Structural Equation

The input matrix used is covariance and correlation. The estimation model used is the maximum likelihood (ML) estimate. The ML estimate has been met with the following assumptions: Several ways to see whether there is an identification problem or not are by looking at the estimation results. SEM analysis can only be done if the results of model identification show that the model is included in the over-identified category. This identification is done by looking at the df value of the model created.

Table 2 Notes For Model Notes For Model (Default model) Computation of degrees of freedom (Default model)

Number of distinct sample moments:	2016
Number of distinct parameters to be estimated:	132
Degrees of freedom (2016 - 132):	1884

AMOS output results which show the df model value of 1884. This indicates that the model is included in the over confident category because it has a positive df value. Therefore, data analysis can be continued to the next stage. Assessing goodness of fit is the main goal in SEM to find out

how far the hypothesized model is "Fit" or fits the sample data. The results of goodness of fit are shown in the following data:

Table 3 Menilai goodness of fit

Goodness of fit index	Cut-off value	Model Penelitian	Model
<i>Significance Probability (p)</i>	≥ 0,05	0,000	Marginal
CMIN/DF	< 2,000	1,529	Fit
GFI	≥ 0,90	0,677	Marginal
AGFI	≥ 0,90	0,654	Marginal
TLI	≥ 0,90	0,919	Fit
CFI	≥ 0,90	0,922	Fit
RMSEA	≤ 0,08	0,056	Fit

Based on the results in Table 3, it can be seen that the research model approaches as a good fit model. CMIN/DF is a parsimonious suitability index that measures the goodness of fit model with the number of estimated coefficients expected to achieve conformity. The results of CMIN/DF in this study were 1,529 indicating that the research model was fit. The Goodnes of Fit Index (GFI) shows the overall level of fit for the model which is calculated from the squared residual of the predicted model compared to the actual data. The GFI value in this model is 0.977. A value close to the recommended level of 0.90 indicates a marginal fit research model. AGFI is a GFI adjusted for the ratio between the proposed degree of freedom and the degree of freedom of the null model. The AGFI value in this model is 0.654. A value close to the recommended level of 0.80 indicates a marginal fit research model. TLI is a suitability index that is less affected by sample size. The TLI value in this study was 0.919 with a recommended value of 0.90, this indicates a fit research model. CFI is an index that is relatively insensitive to the size of the sample and the complexity of the model. The CFI value in this study was 0.922 with a recommended value of 0.90, this indicates the research model is fit. RMSEA is an index used to compensate for the chi-square value in a large sample. The RMSEA value of this study is 0.056 with the recommended value of 0.08, this indicates the research model is fit. Based on the overall goodness of fit measurement above, it indicates that the model proposed in this study is accepted.

Hypothesis testing is done to answer the questions in this study or analyze the structural model relationships. Hypothesis data analysis can be seen from the standardized regression weight value which shows the coefficient of influence between variables in the following table 4.

Table 4 Relationship between variables

			Estimate	S.E.	C.R.	P	Keterangan
Motivasi Kerja	→	OCB	,398	,070	5,678	0,000	Positif Signifikan
Motivasi Kerja	→	Kinerja Dosen	,131	,049	2,671	0,008	Positif Signifikan
Kelelahan Kerja	→	OCB	-,560	,092	-6,067	0,000	Negatif Signifikan
Kelelahan Kerja	→	Kinerja Dosen	-,142	,062	-2,291	0,022	Negatif Signifikan
OCB	→	Kinerja Dosen	,562	,068	8,234	0,000	Positif Signifikan

Table 5 Standardized Direct Effects (Group number 1 - Default model)

	Motivasi	Kelelahan	OCB	Kinerja
OCB	0.401	0.408	0.00	0.00
Kinerja	0,158	0.177	,656	0.00

Table 6 Standardized Indirect Effects (Group number 1 - Default model))

	Motivasi	Kelelahan	OCB	Kinerja
OCB	0.00	0.00	0.00	0.00
Kinerja	0.266	0.277	0.00	0.00

THE EFFECT OF WORK MOTIVATION ON OCB

The estimated parameter value of the standardized regression weight coefficient is 0.398 and the C.R value is 5.678, this shows that the relationship between work motivation and OCB is positive. This means that the higher the work motivation, the higher the OCB. Testing the relationship between the two variables shows a probability value of 0.000 ($p < 0.05$), so it can be stated if there is a direct influence between work motivation and OCB. The results of this study are supported by research by Hendrawan et al., (2020) showing that motivation is closely related to Organizational Citizenship Behavior (OCB) with a P value of 0.00. The influence of motivation on OCB of 0.825 or 82.5% means that 82.5% of OCB is strongly influenced by motivation and 17%.

The results of the study by Danendra & Mujiati (2016) The results of the test get motivation to have a positive and significant effect on OCB. Rizky et al., (2018) said that motivation with indicators "physiological, security, social, self-esteem, self-actualization has an effect on Organizational citizenship behavior (OCB) with "altruism, conscientiousness, sportsmanship, courtesy, and civic virtue indicators. Research by Ibrahim & Aslinda (2015) The analysis of this study shows that extrinsic and intrinsic motivation affect OCB; However, intrinsic motivation has a greater direct effect than extrinsic motivation. The results of Pangestika & Saragih's research (2018), regression analysis and coefficient of determination show that intrinsic motivation towards OCB is 38.5%, while 61.5% is influenced by other factors not examined in this study. Hypothesis testing shows that intrinsic motivation has a positive effect on OCB and there is significance for OCB.

THE EFFECT OF WORK MOTIVATION ON LECTURER PERFORMANCE

The estimated parameter value of the standardized regression weight coefficient is 0.131 and the C.R value is 2.671, this shows that the relationship between work motivation and lecturer performance is positive. This means that the higher the work motivation, the lecturer's performance will increase. Testing the relationship between the two variables shows a probability value of 0.008 ($p < 0.05$), so it can be stated if there is a direct influence between work motivation and lecturer performance. This is in accordance with Pangestu's research (2017) that there is a direct influence of motivation on employee performance. The same research also shows the results of a significant and high influence between motivation and work environment variables on performance at (Andayani, 2013).

The results of this study are supported by Indriyani's research (2019). The results of hypothesis testing the effect of work motivation and work environment on performance and research by Yoiz Shofwa S, SP, (2013) spiritual motivation and spiritual leadership style simultaneously affect religious performance variables. According to Rizky et al. (2018) motivation with physiological indicators, security, social, self-esteem, self-actualization has no effect on employee performance with indicators "quality of work, quantity of work, implementation of duties and responsibilities. According to Ghanbari & Eskandari (2013) research results, work motivation, and organizational citizenship behavior are above the average level. The Pearson correlation coefficient reveals that there is a significant positive correlation between work motivation, and organizational citizen behavior. Researcher Laras & Haryono, (2016) shows that work motivation has a positive effect on performance, so in general work motivation is closely related to increased performance in this case lecturer performance.

EFFECT OF WORK FATIGUE ON OCB

The estimated parameter value of the standardized regression weight coefficient is -0.560 and the C.R value is -6.067, this shows that the relationship between work fatigue and OCB is negative. This means that the higher the work fatigue, the lower the OCB. Testing the relationship between the two variables shows a probability value of 0.000 ($p < 0.05$), so it can

be stated if there is a direct influence between work fatigue and OCB. Hendrawan et al.'s research. (2019) there is a significant relationship between the OCB Dimension and fishermen's work fatigue with the respective P values; The Chi-Square value of the relationship between OCB_Altruism and fisherman's work fatigue, $P = 0.00$; Chi-Square value The relationship between OCB_Conscientiousness and fisherman's work fatigue, $P = 0.016$; Chi-Square value The relationship between OCB_Courtesy and fisherman's work fatigue, $P = 0.03$; Chi-Square value The relationship between OCB_Sportsmanship and fisherman's work fatigue, $P=0.00$. Based on the results of the study that the relationship between the dimensions of OCB and work fatigue is significant because the P value is smaller than 0.05, it means that there is a relationship between the dimensions of OCB and fatigue.

The results of this study are supported by the opinion of Cropanzano et al., (2003) who argue that the relationship between emotional exhaustion and effective work behavior will be strongly related to OCB. Field studies support the researchers' expectations, emotional exhaustion has an independent effect on OCB variables beyond the impact of age, gender, and ethnicity.

THE EFFECT OF WORK FATIGUE ON LECTURER PERFORMANCE

The estimated parameter value of the standardized regression weight coefficient is -0.142 and the C.R value is -2.291 , this shows that the relationship between work fatigue and lecturer performance is negative. This means that the higher the work fatigue, the lower the lecturer's performance. Testing the relationship between the two variables shows a probability value of 0.022 ($p < 0.05$), so it can be stated if there is a direct influence between work fatigue and lecturer performance.

This study is supported by Hidayat's research, (2016) that work fatigue has a negative effect on performance and other studies also show that there is a relationship between work fatigue and nurse performance (Kurniawati & Solikhah, 2012). The results of research by Malawat et al. (2019) shows that there is a significant effect between work fatigue on performance and research by Feddock et al. (2007), subjective fatigue complaints from high pressure and lack of sleep are associated with performance, causing more fatigue and worse performance.

THE EFFECT OF OCB ON LECTURER PERFORMANCE

The estimated parameter value of the standardized regression weight coefficient is 0.562 and the C.R value is 8.234 , this shows that the relationship between OCB and lecturer performance is positive. This means that the better the OCB, the better the lecturer's performance. Testing the relationship between the two variables shows a probability value of 0.000 ($p < 0.05$), so it can be stated if there is a direct influence between OCB and lecturer performance.

This research is supported by research by Maryati & Fernando (2018) OCB has a positive and significant effect on employee performance and according to research by Rizky et al. (2018) Organizational citizenship behavior (OCB) with "altruism, conscientiousness, sportsmanship, courtesy, and civic virtue indicators" has an influence on employee performance with indicators "quality of work, quantity of work, implementation of duties and responsibilities.

According to Al-Mahasneh (2015) that this means that employee perceptions of OCB have a positive and significant influence on employee performance. OCB factors have an impact on work volume, work quality, employee-colleague relations as the dependent variable and on the relationship of higher level employees. This study provides recommendations on the scope for improvement based on OCB and its dimensions.

THE EFFECT OF WORK MOTIVATION ON LECTURER PERFORMANCE THROUGH OCB

To see the mediation relationship between the independent variable and the dependent variable through the mediating variable, using Sobel test analysis. Sobel Test analysis was conducted to determine the effect of the mediating variable. Sobel test is done by testing the strength of the indirect influence of the independent variable (X) to the dependent variable (Y) through the variable (Z). The t-count value is compared with the t-table value, if t-count is greater than t-table (1.96), it can be concluded that there is a mediation effect.

From the results of the Sobel test calculation above, the calculated value is 4.661177928707692, because the value is $4.661177928707692 > 1.96$ with a significance level of 5%, it proves that there is an influence of work motivation on lecturer performance through OCB.

This study is supported by research by Huei et al., (2014). OCB was found to perfectly mediate the relationship between extrinsic motivation and employee performance, however, OCB was found to partially mediate the relationship between intrinsic motivation and employee performance. According to Margahana et al. (2018) The results show that performance can be improved through increasing OCB organizational citizenship behavior, and OCB can be improved either by increasing work motivation.

According to the results of this study (Dewi Sanjaya & Martono, 2012) this research is the influence of work motivation on OCB, the influence of OCB on employee performance, and OCB is able to mediate the relationship of work motivation to employee performance. The results of the study (Nurlita, 2018) show that OCB partially has a positive and significant influence on performance. There is a greater direct influence on Motivati on performance through OCB.

THE EFFECT OF WORK FATIGUE ON LECTURER PERFORMANCE THROUGH OCB

From the results of the Sobel test calculation above, the calculated value is 4.878044771289814, because the value is $4.878044771289814 > 1.96$ with a significance level of 5%, it proves that there is an effect of work fatigue on lecturer performance through OCB.

Hidayatullah & Handar (2015) research shows that fatigue affects performance. OCB mediation has never been applied between fatigue and performance variables, but the research results show that there is an effect of work fatigue on lecturer performance through OCB. OCB mediation is always reinforcing because OCB is a good trait of a person. Hendrawan, Laras, et al. (2020) research shows that there is a significant effect of Organizational citizenship behavior (OCB) on transformational leadership, which means that an increase in OCB will increase transformational leadership. OCB always improves performance because in OCB there are dimensions that lead to social and helpful behavior.

CONCLUSION

1. There is a positive influence of work motivation variable on OCB (organizational citizenship behavior) lecturers in Cilacap Regency. It can be concluded that hypothesis 1 is accepted and all dimensions of work motivation affect OCB.
2. There is a positive effect of work motivation on the performance of lecturers in Cilacap Regency. It can be concluded that hypothesis 2 is accepted and all dimensions of work motivation affect performance.
3. There is an influence of work motivation on lecturer performance mediated by OCB (organizational citizenship behavior) on lecturers in Cilacap Regency. It can be concluded that hypothesis 3 is accepted and all dimensions of work motivation affect OCB which has an impact on performance. .
4. There is a positive influence of OCB (organizational citizenship behavior) on the performance of lecturers in Cilacap Regency. It can be concluded that hypothesis 4 is accepted and all dimensions of work OCB affect performance. .
5. There is a negative effect of work fatigue on OCB (organizational citizenship behavior) lecturers in Cilacap Regency. It can be concluded that hypothesis 5 is accepted and all dimensions of work fatigue affect OCB.
6. There is a negative effect of work fatigue on the performance of lecturers in Cilacap Regency. It can be concluded that hypothesis 6 is accepted and all dimensions of work fatigue affect performance.
7. There is an effect of work fatigue on lecturer performance mediated by OCB (organizational citizenship behavior) on lecturers in Cilacap Regency. It can be concluded that hypothesis 7 is accepted and all dimensions of work fatigue affect OCB which has an impact on performance. .

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