



# Investigating the Relationship among Organizational Culture, Job Motivation, Organizational Citizenship Behaviour, and Job Performance: Indonesian Public Sector Context

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## Abstract

The inadequate performance of Indonesia's public sector is demonstrated by the decline in ranking on the Global Competitiveness Index from 2017 to 2019 and the lack of research on OCB in the public sector, considering that most studies focus on the private sector. The objective of this study is to explore the correlation between organizational culture, work motivation, work performance, and organizational citizenship behavior (OCB) within Indonesia's public sector organizations. By using Structural Equation Modeling Partial Least Square (SEM-PLS), data from 189 public sector respondents were analyzed. The research tool was verified using tests for convergent validity, construct validity, and discriminant validity. The results indicate that organizational culture impacts job performance, OCB, and job motivation positively and significantly. Job motivation also has a positive and significant influence on OCB but is not significant in relation to job performance. Additionally, OCB positively and significantly affects job performance. This research addresses a gap in the existing literature by presenting a fresh perspective on the relationship between these factors within the public sector. The results of this study expand upon previous investigations and offer valuable insights for professionals seeking to enhance organizational performance in the public sector, particularly in terms of effectively implementing organizational culture and motivation strategies.

**Keywords** *job motivation, job performance, organizational culture, organizational citizenship behaviour, OCB*

## INTRODUCTION

The performance of employees has been a significant focus in studies of organizational behavior for many years related to organizational goals, effectiveness, and efficiency (Chao et al., 2015). In general, work performance is understood as the outcome of independent efforts in both quantity and quality, which are relevant to organizational goals (He et al., 2015). Various factors have been identified as influencing work performance, including punctuality, goal achievement, initiative, responsibility, and innovation (Callea et al., 2016).

Academics remain interested in job performance, especially in the public sector, despite extensive research (Johari et al., 2019). Indonesia has undergone bureaucratic reform since the 1997 crisis, aiming to improve its performance and streamline the delivery of public services. However, Indonesia's ranking on the Global Competitiveness Index declined from 2017 to 2019, indicating that the country's public sector performance was inadequate (Schwab, 2018).

Enhancing public sector organizations' performance can be achieved in a variety of ways, particularly on an individual basis (Johari et al., 2019; Kim, 2006). The key elements influencing an individual's performance are work motivation, organizational culture, and organizational citizenship behavior (OCB). Organizational culture is considered very important for shaping individual behavior and improving work performance (Raharjo & Achmad Rinaldo Fernandes, 2018). OCB is considered to increase organizational efficiency because of positive behavior outside formal work (Organ, 1988; Kim, 2006). However, work motivation also greatly influences the achievement of company goals (Sokro, 2012).

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Although the relationship between organizational culture, work motivation, OCB, and work performance has been examined in the past, more research is required in this field. Furthermore, the private sector has been the primary focus of most OCB research, with limited attention given to the public sector (Kim, 2006). Second, differences in cultural contexts, especially in developing countries like Indonesia, require further research to understand the dynamics of these variables.

This research delves into the impact of organizational culture within public sector entities, highlighting its intricate role in enhancing employee motivation, behavior in organizational citizenship (OCB) and general job performance. With a focus on public sector organizations in developing countries, this study provides insightful, theoretical, and practical information.

The convergence of organizational culture, work motivation, OCB, and job performance within developing countries' public sectors is what makes this study unique. Furthermore, this research addresses a significant gap in the existing literature by offering a more profound understanding of the interplay among these variables, specifically, cultural contexts. The findings of this study are expected to offer fresh perspectives for enhancing the efficiency of the public sector in Indonesia and other developing countries that share similar cultural traits.

## LITERATURE REVIEW

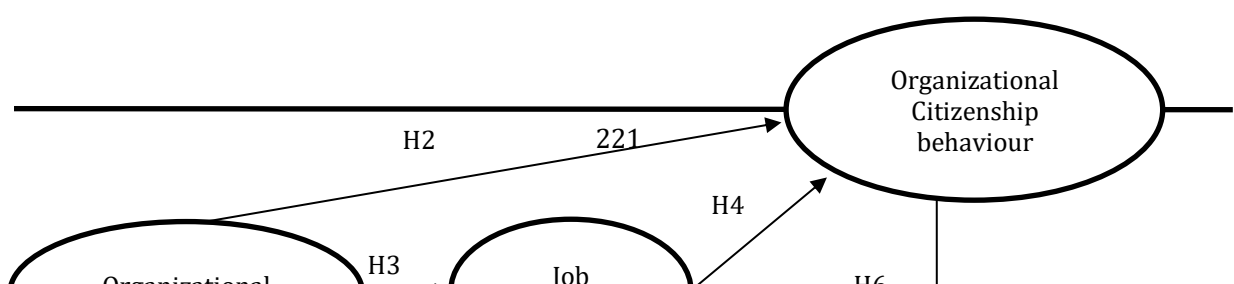
Within organizational research, productivity, task completion capacity, and knowledge are frequently associated with employee success. According to De Clercq et al., (2018), individuals who perform well frequently exhibit brilliance in these areas and possess excellent communication skills.

several factors, such as human traits, psychological components, and organizational features, influence employee productivity. HR management and employee behavior are significantly impacted by organizational culture, which is described as shared values formed to handle both internal and external difficulties (Schein, 2010; Raharjo & Achmad Rinaldo Fernandes, 2018). This results in the first hypothesis being put forth, H1: Organizational culture positively and significantly impacts work performance.

A positive organizational culture can motivate employees (Sokro, 2012), fostering a sense of purpose and commitment. Additionally, it plays a significant role in influencing organizational citizenship behavior (OCB) (Jain, 2015; Terán-Cázares et al. 2019). This leads to two further theories: H2: OCB is positively and significantly impacted by organizational culture, and H3: Workplace motivation is positively and significantly impacted by organizational culture.

Employee performance is significantly impacted by job motivation, which is defined as a person's propensity to engage in particular actions (Miller et al., 2002). Motivated workers frequently exhibit prosocial behavior and higher performance (Lazauskaite-Zabielske et al., 2015). This gives rise to two more theories: H4: OCB is positively and significantly impacted by job motivation, and H5: Job performance is positively and significantly impacted by job motivation.

Organizational Citizenship Behavior (OCB) was described by Organ (1988) as voluntary acts that support organizational goals. Basu et al., (2017) suggested that OCBs can improve worker performance. As a result, we propose the following theory H6: OCB significantly and favorably affects job performance.



**Figure 1.** Conceptual model

## RESEARCH METHOD

This research uses SEM-PLS, a robust and adaptable method for analyzing complex research models, to test the proposed hypothesis (Sarstedt et al., 2021). To ensure accuracy and detect abnormalities, data were subjected to filtering (Tabakhnick & Fidell, 2007). The OC6 indicator was excluded because the loading factor was small. A value greater than 0.5 for AVE confirms the legitimacy of the concept. To ensure accuracy, the research was translated into local languages and then back-translated. 189 of the 200 surveys distributed were included in the investigation. Most of the individuals studied (57.1%) had a college degree, were between 36 and 50 years old, and were male (67.2%).

This research measures organizational culture using nine indicators from Robins and Judge (2001) with Cronbach's alpha of 0.895. Job motivation was adopted from Maslow's five indicators of Hartatik (2014), with Cronbach's alpha of 0.808. Organizational Citizenship Behavior (OCB) is measured through five indicators of Organ (1988) with Cronbach's alpha of 0.825. (Prawirosentono, 2008) provides four indicators for measuring job performance, with a Cronbach's alpha of 0.750. Strong reliability is demonstrated by all variables, as evidenced by Cronbach's Alpha values that are higher than the cut-off of 0.7.

## FINDINGS AND DISCUSSION

This investigation utilized SEM-PLS to evaluate the hypotheses concerning the correlation between endogenous and exogenous variables. SEM-PLS was chosen because this method is considered powerful, can be applied to all data scales, does not require complicated assumptions, and is effective for analyzing complex research models (Sarstedt et al., 2021). Prior to analysis, Tabakhnick and Fidell (2007) recommended filtering data to ensure input accuracy and detect outliers. The data that has been filtered is then evaluated through validity and reliability tests using measurement model analysis (Sarstedt et al., 2021). Validity is analyzed through convergent, construct, and discriminant validity tests. Based on the results of the convergent validity test, item OC6 from the organizational culture variable was deleted because the factor loading value was less than 0.70 (Ghozali, 2008). Construct validity is evaluated through the Average Variance Extracted (AVE) value of each latent construct. The recommended AVE value is  $> 0.5$ . This process ensures that the research instrument has good validity and reliability before further analysis using SEM-PLS.

**Table 1.** Results of convergent validity testing

Constructs	Items	Loadings	Means	Cronbach's Alpha	Composite Reliability	AVE
Job performance	JP1	0.788	4.249	0.750	0.841	0.570
	JP2	0.717	4.264			
	JP3	0.732	4.180			
	JP4	0.781	4.238			
Job motivation	JM1	0.784	4.238	0.808	0.867	0.567
	JM2	0.786	4.206			
	JM3	0.765	4.164			
	JM4	0.725	4.206			
	JM5	0.701	4.196			
Organizational culture	OC1	0.747	4.127	0.895	0.916	0.578
	OC2	0.737	4.179			
	OC3	0.749	4.116			
	OC4	0.820	4.206			
	OC5	0.727	4.175			
	OC7	0.759	4.153			
	OC8	0.759	4.095			
	OC9	0.779	4.164			
	OC9	0.779	4.164			
OCB	OCB1	0.828	4.254	0.825	0.878	0.591
	OCB2	0.824	4.217			
	OCB3	0.765	4.227			
	OCB4	0.716	4.164			
	OCB5	0.701	4.217			

First, we look at Cronbach's alpha, composite reliability, and AVE values from [Henseler et al., \(2009\)](#) to evaluate dependability. According to [Ghozali \(2008\)](#), a construct is deemed dependable if its composite reliability value is greater than 0.7, its Cronbach's alpha value is greater than 0.6, and its AVE is greater than 0.5. Each construct in Table 1 exceeds the limit value.

The bootstrapping method is used to conduct the hypothesis testing, which comes next. Organizational culture and job performance are positively and significantly linked, as evidenced by the findings of hypothesis testing in Table 2 ( $\beta = 0.286$ , P value = 0.025), OCB ( $\beta = 0.536$ , P value = 0.000), and job motivation ( $\beta = 0.862$ , P value = 0.000). These findings support H1, H2, and H3. Thus, the better the implementation of organizational culture in an organization is, the better will be job performance, organizational growth, and job motivation. Furthermore, job motivation is positively and significantly related to OCB ( $\beta = 0.320$ , P value = 0.000) and has a positive and insignificant effect on job performance ( $\beta = 0.184$ , P value = 0.069), supporting H4 and rejecting H5. Thus, the higher the employee's job motivation, the higher the employee's OCB (H4) and job performance (H5), although the increase is not significant enough. In addition, OCB is positively and significantly related to job performance ( $\beta = 0.296$ , P value = 0.001), indicating support for H6. Thus, the more active employees are in producing extra behavior outside their job duties, the more likely they are to improve their job performance (H6).

**Table 2.** Hypothesis testing results among variables

Path	Original Sample	Standard Deviation	P Values	Result
H1: OC → JP	0.286	0,127	0.025	Support
H2: OC → OCB	0.536	0,082	0.000	Support
H3: OC → JM	0.862	0,024	0.000	Support
H4: JM → OCB	0.320	0,085	0.000	Support
H5: JM → JP	0.184	0,101	0.069	Not Support
H6: OCB → JP	0.296	0,088	0.001	Support

Significant at p-value < 0.05

The main goal of this study is to examine the effects of organizational culture on job performance, OCB, and job motivation. The study also attempted to examine the impact of OCB on job performance and the relationship between OCB, job motivation, and job performance. All of the hypotheses are supported by the empirical study, except hypothesis H5, which deals with the impact of job motivation on job performance (see Table 2).

What clearly emerged as very key to improving work performance was the organizational culture aspect. Employees accustomed to that type of coordinated work across departments easily completed tasks. Management support and employee initiative improved performance, which is in tandem with Raharjo and Rinaldo [Fernandes \(2018\)](#), who showed that aspects of high trust in employees improved work behavior through cohesiveness. Several studies also take the same stand ([Soomro & Shah, 2019](#); [Ekasari et al., 2020](#); [Muzakki et al., 2019](#)) that underscore the role of organizational culture in enhancing performance in competitive environments.

Organizational culture is critical in relation to the attitudes of employees and can enhance OCB, which is reflected in employees' willingness to help colleagues selflessly. The study further points out that organizational culture affects job motivation, which then affects OCB, whereas OCB positively affects job performance.

A strong culture instills positive energy that motivates employees to work harder. Higher organizational commitment was linked to higher job motivation, as reported by [Colaco and Loi \(2019\)](#). The findings are supported by studies by [Yusof et al. \(2016\)](#) and [Habib et al. \(2014\)](#), which proved a significant relationship between organizational culture and employee motivation. The findings of this study indicate that fulfilling employees' physical needs elicits responsible behavior, which forms the basis of an OCB. According to [Kim \(2006\)](#) and [Lazauskaite-Zabielske et al. \(2015\)](#), a fully motivated employee tends to be more responsible, helpful, and respectful toward others. A high level of OCB can raise job performance, and this statement has been supported by many authors: ([Kim, 2006](#); [Abdul Malek & Hee Tie, 2012](#); [Ghavifekr & Adewale, 2019](#)). OCB is a critical factor in accomplishing organizational goals, as suggested by [Basu et al., \(2017\)](#).

Another discovery indicates that job motivation has a favorable but negligible impact on job performance. These results are in opposition to those of various earlier research studies ([Shahzadi et al., 2014](#); [Kuvaas et al., 2017](#)), but our findings expand on promising research findings, such as the latest study by ([Irawan et al., 2020](#); [Hutabarat, 2015](#)). In general, increasing job motivation can improve job performance. This means that organizations that meet employee needs, including physical, security, social, self-esteem, and self-actualization needs, can increase job motivation, which ultimately promotes job performance. However, because the organization is dominated by elderly employees, job motivation does not have the maximum impact on increasing employee job performance. However, whether we realize it or not, employees who have a high passion can provide strong energy to carry out activities. This is believed to increase job performance, effectiveness, and efficiency to achieve organizational goals ([Ali et al., 2016](#); [Shahzadi et al., 2014](#)).

## CONCLUSIONS

This research enriches the literature on organizational culture, work motivation, work performance, and OCB in Indonesian public sector organizations. This research uniquely examines the constructs comprehensively in this context. The findings reveal that organizational culture has a positive impact on work performance, organizational growth, and motivation. Work motivation has a significant effect on OCB but no effect on work performance. OCB has a positive effect on work performance.

These results expand previous research and offer deeper insights into the public sector relationships in Indonesia. This study provides guidance for improving human resource practices by emphasizing open communication, performance-based rewards, and effective cross-hierarchy communication.

### LIMITATION & FURTHER RESEARCH

Future research could explore additional influential variables and potential moderating factors in this context.

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