

The Effect of Organizational Culture and Motivation on Employee Performance with Organizational Citizenship Behavior as Mediation

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Abstract: Non-Government Organizations (NGO) are social movements that aim to build social value for the community and the environment in the form of social organizations. This study aims to examine the effect of motivation and organizational culture on employee performance. This study also analyzes the mediating role of Organizational Citizenship Behavior on the influence of organizational culture and motivation on employee performance. Using 72 samples of NGO employees in Bali, this study used a questionnaire as the main instrument for data collection. The collected data is then analyzed using Smart PLS3 to test the proposed hypothesis. The results showed seven hypotheses were accepted. Motivation and organizational culture have a significant positive effect on employee performance. Furthermore, motivation and organizational culture have a significant positive effect on OCB. Whereas, OCB has a significant positive effect on employee performance. Furthermore, OCB partially mediates the significant influence of motivation and organizational culture on employee performance.

Keywords: Non-Government Organizations, OCB, organizational culture, motivation, performance

1. Introduction

An NGO is an organization established by individuals or groups of people who voluntarily provide services to the general public without the aim of gaining profit. The emergence of NGOs due to government limitations to overcome various social problems that exist in society (Drucker, 2012). According to Candra (2009: 35), the World Bank has divided NGOs into 2 groups. First, operational NGOs whose main purpose is the design and implementation of development projects. Second, advocacy NGOs whose main purpose is to maintain or maintain a specific issue and work to influence government policies and actions. Organizational governance is very important because it can help organizations to determine how to achieve goals (Sektiono, 2016: 07). In an effort to realize maximum service, the current social service paradigm is developing with a focus on community-oriented social services. All forms of services provided are based on phenomena in social life that are very diverse in terms of disability. Public awareness and support for people with disabilities is manifested in the form of social organizations, namely Non Government Organizations (NGOs). Irwanto, et al (2010: 146), states that "disability" is a concept that explains the results of interactions between individuals who have physical / mental / intellectual limitations with attitudes and environment that hinder their ability to participate in society fully and equally. The results of interviews with 2 (two) NGO leaders showed that the employee's performance was judged to be still not optimal due to the lack of technical training. Besides that, uneven skills make work difficult to complete because of lack of competence. Based on this phenomenon, it is necessary to take appropriate steps to improve the performance of NGO employees by increasing the role of Organizational Citizenship Behavior (OCB), motivation, and organizational culture. Alawiyah (2015: 3) said that the demands of the current era require NGOs to work in highly competitive environments. NGOs must improve their performance so that they can provide better quality programs and provide the best results in achieving their social change goals.

Employee performance is the result of an individual's work over a certain period compared to various possibilities, for example: standards, targets or criteria that are determined and agreed upon together (Sedarmayanti, 2014: 262). Several factors can affect employee performance, namely, motivation and organizational culture (Armiaty and Ariffin, 2014: 214). Motivation is one of the factors that can affect employee performance (Meidizer, 2016; Prabowo, 2018; Abrivianto et al., 2014). An appropriate and strong organizational culture can also affect employee performance (Cahyana and Jati, 2017; Isa, 2016; Cahyono 2012). Elisabeth's research results (2018) recommends the importance of high motivation and are supported by organizational culture which is an important factor in employee performance. Motivation and organizational culture have a significant effect on performance simultaneously, both of which are aspects that can simultaneously improve employee performance achievement (Rizky et al., 2014).

OCB is a valuable managerial tool for organizations to have a positive effect on the performance of individuals, groups, and organizations if managed properly (Chiaburu, et al., 2011). Robbins and Judge (2008:

40), states that organizations with employees who have high OCB tend to have better performance than other organizations. In addition, the implementation of OCB is believed to increase if based on the will or motivation of the employees themselves (George & Jones, 2008), as well as the support of work culture in the organization. One factor that can help to increase OCB is to increase motivation (Cun, 2012; Mushtaq & Umar, 2015; Rasheed et al., 2013). Another factor that can also create OCB behavior is organizational culture (Mohant&Rath, 2012). This was also conveyed (Kusdi, 2011: 111) that OCB can be created one of them through organizational culture. Several previous studies have shown that organizational culture is one of the important predictors that can increase OCB (Ariani, 2017; Bharata et al., 2016; Husodo, 2018). This study aims to analyze the effect of motivation on organizational culture and employee performance. This study also aims to analyze the role of OCB mediation on the influence of motivation and organizational culture on employee performance.

2. Literature Review and Hypothesis Development

Wibowo (2014: 323) states that motivation is an impetus for a series of individual behavior processes to achieve goals. Motivation is also seen as a process that takes into account the intensity, direction and perseverance of individual efforts towards the achievement of goals (Robbins and Judge, 2011: 238). Employees who are motivated to work are able to direct all their efforts to carry out work so that it performs better. Performance is the result of quality and quantity of work achieved by employees in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2014: 9). Furthermore Bangun (2012: 233) said that the standard of work can be determined from the contents of a job so that it can be used as a basis for job evaluation to facilitate employee performance appraisal. A number of research results state that motivation has a significant effect on employee performance (Meidizer, 2016; Prabowo, 2018; Abrivianto et al., 2014). In addition to motivation, organizational culture is also an important factor that can affect employee performance (Cahyana and Jati, 2017; Isa, 2016; Cahyono, 2012). Robbins (2015: 355) argues that organizational culture is a shared value shared by members of the organization or a system of shared meanings valued by the organization. Therefore, a strong organizational culture can encourage employee performance and productivity, effectiveness, efficiency and quality of the organization so that it can achieve success. There is a significant influence between organizational culture and employee performance (Zainal, 2019; Winardi et al., 2012; Nurwati et al., 2012).

H1: Motivation has a positive and significant effect on employee performance

H2: Organizational culture has a positive and significant effect on employee performance.

According to Organ et al. (2006) and Podsakoff et al. (2000), OCB is a form of behavior that is an individual choice and initiative, not related to the formal reward system but in the aggregate able to increase organizational effectiveness. OCB is a form of social exchange theory characterized by mutual trust and reciprocity between the two parties, namely employees and organizations (Soegandhi et al., 2013). Robbins (2006: 31) argues that OCB is a behavioral choice that does not form part of an employee's formal work obligations, but supports the effective functioning of the organization. A number of research findings suggest that one of the factors that can increase OCB is motivation (Cun, 2012; Mushtaq & Umar, 2015; Rasheed et al., 2013). Furthermore, organizational culture is also seen as an important factor for improving OCB. Previous studies have shown that organizational culture is an important factor that can increase OCB (Ariani, 2017; Bharata et al., 2016; Husodo, 2018).

H3: Motivation has a positive and significant effect on OCB.

H4: Organizational culture has a positive and significant effect on OCB.

The success of an organization in maintaining its survival is very dependent on the performance of employees. Employee performance is the result of work achieved by an employee in carrying out their duties and work. Previous research has proven OCB can improve individual employee performance (Vipraprastha, 2018; Asiedu, 2014; Putri, 2017). The higher the behavior of Organizational Citizenship Behavior (OCB) employees, improved employee performance. Thus to achieve high performance, organizations need to improve OCB behavior, that is, behavior that exceeds their tasks that are set in the job description and the formation of a collective work system.

H5: OCB has a positive and significant effect on employee performance.

Providing motivation and strengthening organizational culture are strategic efforts in improving employee performance (Gibson et al., 2006). In addition, OCB is also believed to be increasing if it is based on the will or motivation of the employees themselves (George and Jones, 2008). Maryati (2018) found that motivation influences employee performance through OCB. Furthermore Huei et al. (2014) found OCB to mediate the relationship between extrinsic motivation and intrinsic motivation with employee performance. In addition, Suwibawa's (2018) empirical findings prove that organizational culture has a significant effect on employee performance through Organizational Citizenship Behavior (OCB). This shows that the stronger the

organizational culture, the higher the employee's performance. Nur'Aini (2012) found that organizational culture can influence OCB, which in turn has a positive impact on service performance. Whereas Supriyadi's (2017) research found organizational culture can improve OCB and employee performance.

H6: OCB mediates the effect of motivation on employee performance.

H7: OCB mediates the effect of organizational culture on employee performance.

3. Methods

This study uses a causality survey approach that aims to test and analyze predictors of employee performance, namely OCB, organizational culture and motivation. Data collection was carried out by distributing questionnaires for 22 working days using a Likert scale, from scale 1 showing strongly disagree to scale 5 showing strongly agreeing. The study population was employees of the YPK Bali, Bali Puspadi, the DNetwork and the Annika Linden Center. A total of 72 questionnaires were returned and filled out completely and were declared valid. Measurement of motivation adopts the ERG theory by Alderfer (1972) in Winardi (2004: 78). Organizational culture refers to Robbins (2006) whereas OCB adopted Organ et al. (2006), and performance refers to Mathis and Jackson (2009). Then the data collected was analyzed using structural equation modeling using PLS. The profile of research respondents is shown in Table 1 below.

Table 1.

Respondent Profile

No.	Characteristic	Number of Respondent (Person)	Percentage (%)
1.	Organization <ul style="list-style-type: none"> ○ ALC ○ DNetwork ○ Puspadi Bali ○ YPK Bali 	12 8 25 27	16,7 11,1 34,7 37,5
2.	Gender: <ul style="list-style-type: none"> ○ Male ○ Female 	34 38	47.2 52.8
3.	Age: <ul style="list-style-type: none"> ○ < 21 years ○ 21 - 30 years ○ 31 - 40 years ○ > 40 years 	1 37 16 18	1.4 51.4 22.2 25.0
4.	Education Background: <ul style="list-style-type: none"> ○ Primary School ○ Junior High School ○ Senior High School ○ Diploma ○ Bachelor Degree ○ Post Graduate 	1 5 20 9 33 4	1.4 6.9 27.8 12.5 45.8 5.6
5.	Working Time: <ul style="list-style-type: none"> ○ < 3 years ○ 3 - 5 years ○ 6 - 15 years ○ > 15 years 	33 13 21 5	45.8 18.1 29.2 6.9
6	Disability Status: <ul style="list-style-type: none"> ○ Yes ○ No 	18 54	25,0 75,0

Primary Data, 2019

4. Results and Discussion

Outer Model Testing

Outer model testing is done to test the validity and reliability of the variables used. In general, this test uses discriminant validity test, convergent validity and composite reliability. The results of composite testing and convergent validity are shown in the following table.

Table 2.
Validitas dan Reliabilitas Variabel

Variable	Composite Reliability	Cronbach's Alpha	Average variance extracted(AVE)	\sqrt{AVE}
Motivation (X1)	0.964	0.944	0.898	0.948
Org. Cultural (X2)	0.930	0.912	0.654	0.809
OCB (Y1)	0.939	0.919	0.756	0.870
Performance (Y2)	0.959	0.943	0.855	0.925

Primary Data, 2019

Table 2. shows the composite reliability values of the 4 (four) variables that make up the research model above the value of 0.70 and it can be seen that all latent variables have a Cronbach's alpha value above 0.70. This means that all the reflective indicators that make up the research model have been declared reliable. Based on Table 2 also shows that the AVE value of each research variable is greater than 0.50 which means the model has fulfilled convergent validity. So it can be concluded that this measurement meets the discriminant validity requirements

Inner Model Testing

Goodness of Fit (GoF) testing of structural models in the inner model uses the predictive-relevance Q^2 value (Q^2) to test the variables used in the model so that it can be known the magnitude of variations in exogenous variables in forming endogenous variables. R^2 values for each endogenous variable in this study based on the results of SEM-PLS analysis can be seen in the following table.

Table 3.
 R^2 Value

Endogenous Variables	R-square
OCB	0.594
Performance	0.725

Primary Data, 2019

The predictive-relevance Q^2 value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,594)(1 - 0,725) = Q^2 = 1 - (0,406)(0,275)$$

$$Q^2 = 1 - 0,1117 = Q^2 = 0,8883$$

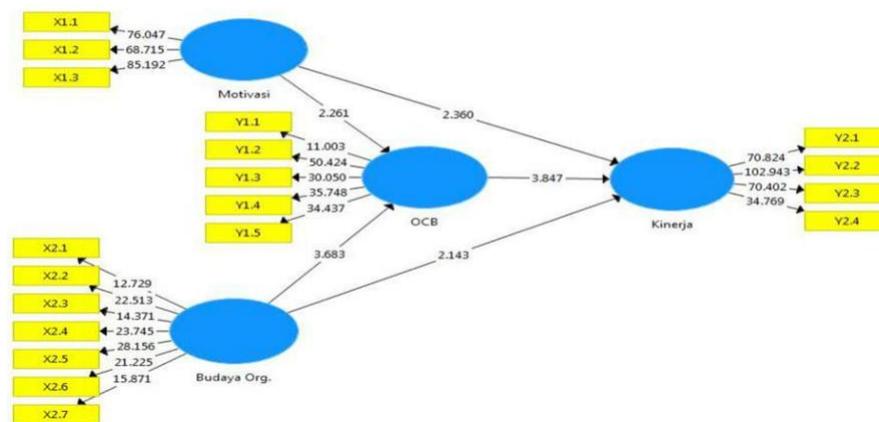


Figure 1.
Research Framework

Direct Effects and Indirect Effects

The test results using the PLS approach produce the path coefficient of direct effect shown in the following table:

Table 4.
Path Coefficient Direct Effect

	Original Sample Estimate (O)	Mean of Subsamples (M)	Standard Deviation (STDEV)	t-Statistic (O/STDEV)	Description
Motivation -> Performance	0.289	0.315	0.123	2.360	accepted
Organizational Culture -> Performance	0.190	0.188	0.089	2.143	accepted
Motivation -> OCB	0.343	0.337	0.152	2.261	accepted
Organizational Culture -> OCB	0.547	0.557	0.149	3.683	accepted
OCB -> Performance	0.496	0.473	0.129	3.847	accepted

Primary Data, 2019

Figure 1 and Table 4 inform that hypothesis 1 (H1), which states that motivation has a positive and significant effect on OCB is acceptable. Hypothesis 2 (H2) which states that organizational culture has a significant positive effect on OCB is acceptable. Hypothesis 3 (H3) which states that motivation has a positive and significant effect on employee performance can be accepted. Hypothesis 4 (H4) that organizational culture has a significant effect on employee performance can be accepted. Furthermore, hypothesis 5 (H5) that OCB has a significant positive effect on employee performance is also acceptable.

Furthermore, to analyze the indirect effect of motivation and organizational culture on employee performance through OCB is shown in the value of indirect effects in Table 5.

Table 5.
Indirect Effects Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Description
Motivation -> OCB -> Performance	0.170	0.155	0.075	2.271	Sig.
Org. Culture -> OCB -> Performance	0.272	0.269	0.112	2.414	Sig.

Primary Data, 2019

Based on Table 5 it is informed that motivation has an indirect effect on performance through OCB. Likewise, organizational culture also indirectly influences performance through OCB.

Hypothesis Test Results

Hypothesis testing produces path coefficients of direct influence on employee performance showing a value of 0.289 with a t-statistic of 2.360. The t-statistics value of 2.360 is greater than 1.96 (t-critical), so hypothesis 1 (H1) can be accepted. Hypothesis testing produces path coefficients of direct influence of organizational culture on employee performance showing a value of 0.190 and t-statistics 2.143. Because t-statistics of 2.143 is greater than 1.96 (t-critical), then hypothesis 2 (H2) can be accepted. Hypothesis testing using the PLS approach produces path coefficients of direct influence on OCB with a value of 0.343 t-statistics 2.261. The value of t-statistics 2.261 is greater than 1, 96 (critical t), so the effect of motivation on OCB is significant. Hypothesis testing produces path coefficients of direct influence of organizational culture on OCB showing a value of 0.547 with a t-statistic of 3.683. Because the t-statistics value of 3.683 is greater than 1.96 (critical t), then hypothesis 4 (H4), can be accepted.

While testing the hypothesis produces a path coefficient of OCB direct influence on employee performance with a value of 0.496 and t-statistics 3.847. Because t-statistics of 3.847 are greater than 1.96 (t-critical), then hypothesis 5 (H5) OCB has a significant effect on employee performance. Furthermore, the indirect effect of getting a t-statistic value of 2.27 is greater than 1.96 which means that the mediation parameters are significant. Then the organizational citizenship behavior (OCB) model mediates the effect of motivation on performance is acceptable. Thus Hypothesis 6 (H6) proved t-statistic value of 2.41 is greater than 1.96 which means that the mediation parameters are significant. Then the model of organizational citizenship behavior (OCB) mediates the influence of organizational culture on performance is acceptable. Thus Hypothesis 7 (H7) is proven

Discussion

The analysis results inform that motivation has a significant positive effect on performance. This provides information that employee performance will improve if supported by high motivation from employees. Motivation such as the need for existence which includes promotion is given in accordance with the performance produced, the leader respects employee service and also material conditions such as salary and benefits can be a motivation for employees to work optimally (Abrivianto et al., 2014; Meidizer, 2016; Prabowo, 2018). Besides motivation, organizational culture has a significant positive effect on employee performance. This informs that organizational culture values that have been embedded and used as shared values can improve employee performance (Isa et al., 2016; Nasution et al., 2018). In this case, organizational culture is used as a general perception shared by all members of the organization, so that every employee who is a member of the organization feels he has values, beliefs and behavior in accordance with the organization (Cahyana and Jati, 2017; Isa, 2016; Cahyono, 2012). The findings of this study also inform that the higher the motivation, the higher the OCB of employees. Motivation as a process that explains the intensity, direction and perseverance of individual efforts towards the achievement of goals (Cun, 2012; Mushtaq & Umar, 2015; Maryati, 2018). In addition, increasing understanding of organizational culture that has been carried out can improve OCB behavior (Ariani, 2017; Bharata et al., 2016; Husodo, 2018).

Literature about OCB explains that extra role is one of the factors that can improve employee performance, even organization (Organ et al., 2006). Employees with higher OCB behavior can improve employee performance (Garg, 2018). Organizations that are able to exist in the dynamics of a rapidly changing environment are organizations that are able to manage and mobilize their human resources to behave in-role and extra-role roles. This study is in accordance with some of the results of previous studies and has proven OCB is able to improve the performance of individual employees (Vipraprastha, 2018; Asiedu, 2014; Putri, 2017; Suharto, & Nusantoro, 2018). The results showed that OCB is a partial mediation on the effect of motivation on employee performance. This implies that OCB is not a factor that is able to fully increase the influence of motivation on employee performance. Other information that can be explained that motivation has a direct influence on employee performance and indirect influence through OCB. The results showed that OCB is a partial mediation on the influence of organizational culture on employee performance. This implies that OCB is not a factor that is able to fully enhance the influence of organizational culture on employee performance. Other information that can be explained that organizational culture has a direct influence on employee performance and indirect influence through OCB (Desselle et al., 2018).

5. Conclusions and Limitations

Highly motivated employees tend to have organizational citizenship behavior (OCB) behavior. In addition, organizational culture as a guideline and shared values that bind the organization is able to shape organizational citizenship behavior. This gives meaning that organizational culture that is built on innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability can improve organizational citizenship behavior (OCB) and employee performance. Furthermore, existence, relatedness, and growth, are able to improve employee performance further, cultural values adopted by the organization are able to increase extra behavior and employee performance. In addition, indirectly motivation and organizational cultural values can improve employee performance through OCB. This study has limitations on the research object under study, namely NGOs or NGOs in Denpasar, Bali, specifically related to disability. This resulted in this research not being able to generalize to all types of organizations, especially other non-profit organizations engaged in different fields and regions. Each organization has a number of employees that are not too many, so the number of research samples only amounted to 72 respondents in accordance with the total population of employees.

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