

## Organizational Culture, Motivation and Organizational Citizenship Behavior Effect on Employee Performance

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### Abstract

*Employees are human resources who play an important role in achieving organizational goals, employees who excel and have high work quality certainly bring benefits and organizational progress. Organizational culture, motivation and organizational citizenship behavior are a concern for organizations in providing encouragement to employees to carry out activities in the organization. Organizational culture as a value, belief and boundaries accepted by employees in determining the extent to which they act. Organizational culture has a role in improving performance, so motivation is the driving force or impetus that causes employees to take an action to achieve goals. Improving employee performance cannot be separated from individual roles such as organizational citizenship behavior which involves several behaviors, including helping others, volunteering for extra tasks, obeying workplace rules and procedures. This research was conducted on employees of the Kebonagung Sugar Factory in Malang with a sample of 50 employees. Data collection methods using questionnaires. The analysis used includes instrument testing, classical assumption test, normality test, multiple linear regression, hypothesis testing and coefficient of determination test using multiple regression analysis with the help of SPSS 14.0 software for Windows. The results showed that organizational culture and motivation had no significant effect on employee performance, while organizational citizenship behavior had a significant effect on employee performance.*

### Keywords

organizational culture;  
motivation; organizational  
citizenship behavior; employee  
performance



## I. Introduction

Every company must manage resources well, especially human resources in order to improve company performance. Human Resources play an important role in the company to achieve its goals. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

In general, performance is defined as a result of work achieved by a person or group in an organization based on a certain unit of time or measure. Kebon Agung Malang Sugar Factory is one of the companies that produce sugar on a national scale. Based on the history of PT. PG Kebonagung, which was established in 1905 until now, from the production of 500 tons of sugarcane per day has now become 6000 tons per day, the

development of this capacity increase is certainly inseparable from the company's internal division, namely employees. Ways to increase employee productivity are often a leadership problem in managing employees in the company. This relates to efforts to motivate employees and the existing environment in the company such as organizational culture and co-workers. (Mangkunegara, 2013) performance factors consist of internal factors, namely factors that come from within the individual a person and external actors, namely factors associated with the environment such as colleagues, leaders, subordinates and organizational climate.

Several previous studies have tested organizational culture to improve employee performance. (Hasan, 2016) Organizational culture has a positive influence on employee performance. (Fauzan & Purwaningdyah, 2018) the results of his research show that organizational culture has a significant effect. (Joushan et al., 2015) also found research results that organizational culture has an influence on performance. If organizational culture increases, employee performance will increase and vice versa. In the end, a positive work attitude is created that encourages the improvement of employee and management performance, manifested in all activities and organizational policies, in addition, the higher the understanding of organizational culture, the higher the employee's performance.

Another actor that can encourage employee performance is motivation. Motivation at work can be interpreted as a condition or energy that can move employees to do work to achieve personal and company goals. (Andayani & Makian, 2017) the results of the study show that work motivation has a positive and significant influence on performance. (Anwar & Budi, 2018) in their research shows that motivation has a significant effect on performance. (Kristanti & Lestari, 2019) stated the results of his research that motivation has an effect on performance. From the results of several previous research findings, it means that motivating employees can improve individual and company performance. Giving motivation given to someone is like a link and begins with a need, from a need to a desire, giving rise to action and leading to satisfaction. Based on the results of these studies, it can be concluded that the greater the employee's motivation, the better the performance produced by the employee, the stages in providing motivation must be directed at achieving organizational goals.

The success of the company is also influenced by *organizational citizenship behavior* (OCB). (Robbins, SP & Judge, 2013) the success of an organization if its members do not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services, and want to take advantage of working time effectively. (Lestari & Ghaby, 2018) the results of his research state that *organizational citizenship behavior* has an effect on performance. (Suwibawa et al., 2018) in his research found results that *organizational citizenship behavior* had a significant and positive effect on performance, other findings from (Bustomi et al., 2020) showed *organizational citizenship behavior* had a positive and significant effect on performance. The results of some of these findings can be said that with the existence of *organizational citizenship behavior* in employees, namely behavior that exceeds the tasks set in the job description, it can help improve employee performance and company performance.

In contrast to the results of research from (Girsang, 2019) which found that organizational culture had no significant effect on employee performance. (Suwati, 2013) found that motivation partially has no effect on employee performance. (Nur Agustiningsih, 2016) found that *organizational citizenship behavior* has no positive effect on employee performance. (Kusumo, 2017) organizational culture and motivation have a positive and significant effect on employee performance. *Organizational citizenship*

*behavior* has a positive and significant effect on performance (Bustomi, Suwibawa et al, 2020). The existence of inconsistencies from research (Girsang, 2019; Suwati, 2013; Agustiningih (2016) there is still a research gap that must be filled.

This study tries to fill the previous gap and this study focuses on employees of a manufacturing company, namely the Kebonagung Sugar Factory, Malang. So this study aims to examine the effect of organizational culture, motivation and organizational *citizenship behavior* on employee performance. This study contributes to the literature on organizational culture, motivation, organizational *citizenship behavior* and employee performance.

## II. Review of Literature

### 2.1 Organizational Culture

Culture is a system of shared meaning held by its members that distinguishes the organization from other organizations (Robbins & Benjamin, 2008) Organizational culture is the basis accepted by organizations that act to solve problems, form employees who are able to adapt to the environment and unite members of the organization. (Schein, 2010) . Meanwhile, according to (Hasan, 2016) Culture is a set of values, namely norms that lead to beliefs.

### 2.2 Motivation

Motivation is the driving force that creates one's work enthusiasm so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction or an impulse of will that causes someone to do an act to achieve certain goals. (Hasibuan & Malayu, 2008) . According to (Mangkunegara, 2009) Motivation is a condition that moves employees to be able to achieve the goals of their motives . Meanwhile, according to (Robbins, SP & Judge, 2014) Motivation is a process that explains the strength, direction and persistence of a person in an effort to achieve goals .

### 2.3 Organizational Citizenship Behavior

*Organizational Citizenship Behavior* is individual behavior that is free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization or in other words *Organizational Citizenship Behavior* is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the system. formal rewards (Podsakoff, et al, 2000) . according to (Djati, 2009) *Organizational Citizenship Behavior* is employee behavior that is not visible to coworkers or to the company, where this behavior exceeds the standard behavior set by the company and provides benefits for the company . Meanwhile , according to (Titisari, 2014) *Organizational Citizenship Behavior* is an individual contribution that exceeds the demands of the role at work, *Organizational Citizenship Behavior* involves several behaviors including helping others, being a *volunteer* for extra tasks, obeying the rules and procedures at work .

### 2.4 Employee Performance

Performance is a universal concept which is the operational effectiveness of an organization, part of the organization and part of the work based on established standards and criteria (Siagian, 2010) . According to (Sedarmayanti, 2017) performance is a translation of *performance* which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete evidence

and can be measured compared to a predetermined standard . Meanwhile, according to (Kosasih, 2014) Performance is the result of work or actual achievements achieved by someone. Good employee performance with a high work ethic will help the company to be able to meet the company's targets and help the company earn profits, whereas if the employee's performance decreases and is bad it will harm the company (Kristanti & Lestari, 2019) .

### III. Research Method

This type of research is quantitative, said to be quantitative because the foundation in this research uses the philosophy of positivism. The method used in this study is the exspalanatory method. (Sugiyono, 2013) The approach used by researchers in addition to digging data from respondents, is also to test hypotheses. The research was conducted at the Kebonagung Sugar Factory in Malang and the research time was carried out for 4 (four months) months.

In determining the sample, the researcher used *proportional stratified random* sampling. The population in this study amounted to 102 employees of the TUK PG section. Kebon Agung Malang using the Slovin formula to find the number of samples  $n = N/(1 + N e^2)$  or  $102/(1+102 \times 0,1^2) = 50.49 \gg 50$ . This study uses primary data sources, data collection methods by spreading questionnaire. In the development of the instrument using a Likert scale of 1-5. The analysis used includes the classic assumption test, normality test, multiple linear regression, hypothesis testing and the coefficient of determination test using multiple regression analysis. The data was processed using SPSS 14.0 for Windows.

Multiple Linear Regression Analysis, which is intended to determine the close relationship between the independent variable and the dependent variable. The multiple linear regression equations in this study are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y = Employee Performance
- a = Constant Coefficient
- b1, b2, b3 = Regression Coefficient
- X1 = Organizational Culture
- X2 = Motivation
- X3 = *Organizational Citizenship Behavior*
- e = *Distrubance error*

### IV. Results and Discussion

#### 4.1 Results

Characteristics of respondents from 50 respondents who participated in this study which included gender, age, status, last education, and years of service.

**Table 1.** Characteristics of respondents

	Category	Amount	%
Age	<31	5	10.0
	31-40	16	32.0
	41-50	12	24.0
	>50	13	26.6
	No answer	4	8.0

Education	junior high school	6	12.0
	senior High School	12	24.0
	D3	5	10.0
	S1	19	38.0
	>S2	2	4.0
Length of work	No answer	6	12.0
	<1	4	8.0
	1-5	5	10.0
	>5-10	8	16.0
	>10-15	4	8.0
	>15-20	9	18.0
	>20	13	26.0
	No answer	7	14.0

Table 1. Characteristics of respondents show that the majority of respondents are aged 31-40 years (32.0%). Respondents with the most education level are S1 (38.0). The majority of working years >20 years (26.0%).

#### a. Validity Test

**Table 2.** Validity test

Variable	Statement	rcount	rtable	Description
Employee performance	Y.P1	0.859	0.2907	Valid
	Y.P2	0.690	0.2907	Valid
	Y.P3	0.823	0.2907	Valid
	Y.P4	0.812	0.2907	Valid
Organizational culture	X1.P1	0.636	0.2907	Valid
	X1.P2	0.719	0.2907	Valid
	X1.P3	0.750	0.2907	Valid
	X1.P4	0.677	0.2907	Valid
Motivation	X2.P1	0.642	0.2907	Valid
	X2.P2	0.715	0.2907	Valid
	X2.P3	0.560	0.2907	Valid
	X2.P4	0.729	0.2907	Valid
	X2.P5	0.658	0.2907	Valid
Organizational citizenship behavior	X3.P1	0.789	0.2907	Valid
	X3.P2	0.749	0.2907	Valid
	X3.P3	0.521	0.2907	Valid
	X3.P4	0.472	0.2907	Valid
	X3.P5	0.799	0.2907	Valid

Based on table 2. The validity test shows the results of the rcount value of each statement item has a value of rcount > rtable, so that all statement items from independent variables such as organizational culture, motivation and organizational citizenship behavior, as well as the dependent variable, namely employee performance on the questionnaire stated in a valid state.

## b. Reliability Test

**Table 3.** Reliability test

Variable	Statement	<i>Cronbach Alpha</i>	Description
Employee performance	Y.P1	0.761	Reliable
	Y.P2	0.802	Reliable
	Y.P3	0.771	Reliable
	Y.P4	0.769	Reliable
Organizational Culture	X1.P1	0.759	Reliable
	X1.P2	0.735	Reliable
	X1.P3	0.728	Reliable
	X1.P4	0.746	Reliable
Motivation	X2.P1	0.734	Reliable
	X2.P2	0.725	Reliable
	X2.P3	0.749	Reliable
	X2.P4	0.703	Reliable
	X2.P5	0.725	Reliable
Organizational citizenship behavior	X3.P1	0.712	Reliable
	X3.P2	0.720	Reliable
	X3.P3	0.762	Reliable
	X3.P4	0.689	Reliable
	X3.P5	0.699	Reliable

Based on table 3 shows Cronbach's Alpha value of each variable is greater than 0.6. So it can be stated that all the statement items on the questionnaire are declared reliable to be used as measuring instruments or it can be said that the research instrument used in a state does not cause multiple meanings.

## c. Normality Test

**Table 4.** Normality test

		Unstandardized Residual
N		42
Normal Parameters(a,b)	mean	,0000000
	Std. Deviation	,39316969
Most Extreme Differences	Absolute	,096
	Positive	,096
	negative	-,090
Kolmogorov-Smirnov Z		,625
asympt. Sig. (2-tailed)		,829

- a. Test distribution is Normal.
- b. Calculated from data.

Based on the table, it is shown that the dependent variable with a value of 0.625 kolmogrov-smirnov based on a significance of 0.829. The value above = 0.05. The observation data used are 42 where there are four data that must be removed, the results

shown from the residual value that are normally distributed, thus the assumption of normality can be fulfilled so that the testing of this research can be continued.

#### d. Multiple Linear Regression Test

Multiple linear regression test was used to determine the effect of the independent variable on the dependent variable based on the regression coefficient.

$$Y = 0.308 + 0.162 X_1 + 0.094 X_2 + 0.606 + e$$

Based on the previous linear regression equation, it can be explained as follows:

1. 0.308 constant value, it can be interpreted if the variables of organizational culture, motivation, and *Organizational Citizenship Behavior* (OCB). Then the employee performance value is 0.308
2. Organizational culture variable has a positive influence on employee performance based on the coefficient of 0.162.
3. The motivation variable has a positive influence on employee performance with a regression coefficient of 0.095.
4. *Organizational Citizenship Behavior* (OCB) variable has a positive influence on employee performance with a regression coefficient of 0.606.

#### e. Classic Assumption Test

Multicollinearity

**Table 5.** Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,308	,370		,832	,410		
x1	,162	,140	,163	1,161	,253	,559	1,790
x2	,094	,188	,084	,501	,619	,390	2,563
x3	,606	,170	,583	3,570	,001	,416	2,406

a. Dependent Variable: y

Based on the table, it can be seen that the value of the *variance inflation factor* (VIF) for organizational culture, motivation, *organizational citizenship behavior* (OCB) variables is below 10 and the tolerance value is above 0.1. Based on these results, there is no multicollinearity with independent variables.

#### f. Heteroscedasticity Test

**Table 6.** Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,194	,188		-1.031	,309
x1	,010	,071	,026	,141	,889
x2	,282	,096	,654	2,935	,006
x3	-0.099	,087	-,247	-1.145	,260

a. Dependent Variable: Abs\_Res

The significant level based on organizational culture and *organizational citizenship behavior* (OCB) variables has a significant value above 0.05, while the motivation variable has heteroscedasticity problems because it is smaller than 0.05.

### g. T test (Partial Test)

Testing the independent variables partially or one by one on the dependent variable is used to determine whether or not there is an influence between exogenous variables and endogenous variables with a significance level of 0.05 or 5%. Hypothesis testing can also be used in the partial test by comparing the tcount and ttable values. The hypothesis is accepted if the tcount > ttable value and the hypothesis is rejected if the tcount < ttable value.

**Table 7.** Partial Test Results (t Test)  
Coefficientsa

Model	Unstandardized	Coefficients	Standardized	t	Sig.
	B	Std. Error	Beta		
( Constant )	,308	,370		,832	,410
Organizational culture	,162	,140	,163	1,161	,253
Motivation	,094	,188	,084	,570	,619
<i>Organizational Citizenship Behavior</i>	,606	,170	,583	3,570	,001

Based on the results of the partial significance of the test in table 7 of the multiple linear regression equation, it can be described that the significance obtained by the t-test for the organizational culture variable is  $0.253 > 0.05$ , it can be said that there is no significant influence between organizational culture variables on employee performance at the Kebonagung Sugar Factory in Malang. The significance of the t-test obtained for the motivation variable is  $0.619 > 0.05$ , it can be said that there is no significant influence between the motivational variables on the performance of the employees of the Kebonagung Sugar Factory in Malang. The significance obtained by t-test for organizational citizenship behavior variable is  $0.001 < 0.05$ , it is said that there is a significant influence between organizational citizenship behavior variables on employee performance.

### h. F Test (Simultaneous Test)

The F test is used to determine whether all the independent variables used in the model have a simultaneous influence on the dependent variable. These results can be seen if the value of Sig. < 0.05 then the independent variable has a significant effect on the dependent variable and if the value of Sig. > 0.05 then the independent variable has no significant effect on the dependent variable.

**Table 8.** Partial Test Results (F Test)  
ANOVA

Model	Sum of Square	df	mean square	F	Sig.
Regression	8,723	3	2,908	17,433	,000(a)
Residual	6,338	38	,167		
Total	15,061	41			



Based on table 8. Significance was obtained with a value of 0.000 which means below 0.05. Then it gives a meaning of 100% trust value, simultaneously there is an influence between organizational culture, motivation and *organizational citizenship behavior variables* on the performance of employees of the Kebonagung Sugar Factory in Malang. Thus the hypothesis is accepted.

## 4.2 Discussion

### a. The Influence of Organizational Culture on Employee Performance

From the results of statistical tests that have been carried out, it can be concluded that organizational culture has no significant effect on the performance of employees of the Kebonagung Sugar Factory in Malang with a significance value of  $0.253 > 0.05$ . Organizational culture is measured by indicators of innovation and courage in taking risks, attention to detail at work, orientation to the team and the level of togetherness, aggressiveness in carrying out work with employee performance as measured by indicators of work quality, work quantity, task execution, responsibility.

The hypothesis testing carried out does not support the results of research from (Fauzan & Purwaningdyah, 2018) but supports research from (Girsang, 2019) which states that there is no influence between organizational culture and employee performance. In measuring the different organizational culture variables, it is possible to find different results, and the respondents' answers on the organizational culture variable that got the highest score on the indicator of orientation to the team and the level of togetherness with the statement "cooperation between employees are prioritized in the organization" and those who get the lowest score on the aggressive indicator in carrying out work with the statement "I have aggressiveness in carrying out my work". From these findings, it shows that the aggressiveness of employees at work is still low so that organizational culture is still not able to give a significant influence.

This research is also not in line with what was stated (Mangkunegara, 2013) "The formation of good performance is produced if there is communication between all employees so as to form a strong and understood internalization of corporate culture in accordance with organizational values that can lead to positive perceptions to support and influence satisfaction that has an impact on employee performance. Based on this statement, the reality is that communication between all employees is not enough, as evidenced by the highest score of this study on the indicator of team orientation with the statement "cooperation between employees is prioritized in the organization". With these results, other indicators are still needed to strengthen the influence of organizational culture on employee performance.

### b. The Influence of Motivation on Employee Performance

From the results of statistical tests that have been carried out, it can be concluded that motivation has no significant effect on the performance of employees of the Kebonagung Sugar Factory in Malang with a significance value of  $0.619 > 0.05$ . Motivation is measured by indicators of physiological, security, social, self-esteem, self-actualization with employee performance as measured by indicators of work quality, work quantity, task execution, responsibility.

The hypothesis testing carried out does not support the results of research from (Kristanti & Lestari, 2019) but supports research from (Suwati, 2013) which states that motivation has no effect on employee performance. Based on the motivational variable that got the highest score on the social indicator with the statement "I can socialize well with fellow coworkers" and the one who got the lowest score on the self-actualization indicator

with the statement "boss provides training to employees to improve employee performance". These findings indicate that there is still a lack of leadership in providing motivation in the form of self-actualization, namely by providing training to employees in increasing their capacity or competence to achieve organizational goals.

The finding of the results has no effect in this study because there is still disappointed behavior from respondents because they feel their needs are still not being met. This agrees with what was stated by Maslow in (Mangkunegara, 2017) "If the employee's needs are not met, the employee will show disillusioned behavior. Conversely, if their needs are met, the employee will show happy behavior as a manifestation of his satisfaction.

### c. The Effect of *Organizational Citizenship Behavior (OCB)* on Employee Performance

From the results of statistical tests that have been carried out, it can be concluded that *organizational citizenship behavior* has a significant effect on the performance of employees of the Kebonagung Sugar Factory in Malang with a value of  $0.001 < 0.05$ . *Organizational citizenship behavior* is measured by indicators of *altruism*, *conscientiousness*, *sportsmanship*, *courtesy*, and *civic virtue*.

The hypothesis testing carried out supports the results of (Kusumo, 2017) and (Bustomi et al., 2020) that *organizational citizenship behavior* has a positive and significant effect on employee performance. Based on the *organizational citizenship behavior variable* that got the highest score on the *altruism indicator* (employee behavior in helping coworkers) with the statement "I am ready to help my friends at work" and who gets the lowest score on the conscientiousness indicator (*behavior* of trying to exceed what the company expects). These findings indicate that *organizational citizenship behavior* can have a positive and significant influence on employee performance, as evidenced by the high behavior of employees in helping their co-workers. This of course can improve individual performance and organizational performance, on the other hand the behavior of trying to exceed what the company expects is still low but the variable *organizational citizenship behavior* still has an influence on employee performance. Agree also (Robbins, SP & Judge, 2008) "Organizations that have employees who have good *organizational citizenship behavior (OCB)*, will have a better performance than other organizations".

## V. Conclusion

Based on the data obtained in research on Organizational Culture, Motivation and *Organizational Citizenship Behavior (OCB)* Its Influence on Employee Performance PG. Malang Grand Garden. Respondents in this study amounted to 50 employees, then it has been analyzed, it can be concluded as follows: 1) Organizational culture, motivation and *organizational citizenship behavior* together have an influence on employee performance. 2) Organizational Culture has no effect on PG Employee Performance. Malang Grand Garden. 3) Motivation has no significant effect on the performance of PG employees. Malang Grand Garden. 4) *Organizational Citizenship Behavior (OCB)* has a significant effect on the performance of PG employees. Malang Grand Garden.

Based on these conclusions, the authors can suggest the following: 1) PG leaders. Kebon Agung Malang must maintain cooperation and good relations between employees in the organization, and social spirit among co-workers. 2) Provide training/training on an ongoing basis with mastery of the latest techniques needed by the company to improve employee work skills. 3) Increasing motivation for employees to encourage work

enthusiasm is given every day before starting their work, so that employees can be more disciplined to come before working hours start.

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