

The Influence of Organizational Culture and Work Motivation on Employee Performance through Organizational Citizenship Behavior

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ABSTRACT : The purpose of this study was to analyze the influence of organizational culture and work motivation on OCB and hotel employee performance in Surakarta City and analyze the influence of organizational culture and work motivation on employee performance when mediated by OCB. The population of this study is the population of this study are Sahid Jaya Hotel employees, Sahid Kusuma Hotel, Lor In Hotel and Alila Hotels in the city of Surakarta, with a total sample of 241 employees and respondents selected using simple random sampling technique. Data analysis techniques used are Structural Equation Modeling (SEM). The results of the study show that organizational culture and work motivation influence employee performance. Organizational citizenship behavior are able to mediate the influence of organizational culture and work motivation on employee performance.

Keywords: organizational culture, work motivation, OCB and employee performance.

1. INTRODUCTION

Surakarta is an interesting city to visit. Various tourist attractions attract tourists to visit Surakarta City, so it needs to be balanced with hotel occupancy rates that are suitable for tourists. The function of the hotel is besides being a lodging facility for tourists, it can also function as a forum to introduce regional culture and help increase tourist visits in the city of Surakarta. Efforts are being made to maximize the arts and cultural events owned by the city of Surakarta such as Solo Batik Karnifal, SIPA (Solo International Performing Art).

Increasingly tighter competition in the hotel sector encourages hotel management to try to find solutions so that the business can develop. For this reason, every business in the hotel services sector is required to improve employee performance. Performance is a function of the interaction between ability and motivation (Robbins, 2006: 13). Improving employee performance will be determined by how the organization is able to make innovations in order to face the demands of change and strive to formulate policies that are in line with environmental changes through organizational culture. Organizational culture is a perception shared by all members or systems of a common meaning. A shared meaning system is a set of main characteristics adhered to by the company (Robbins, 2006: 289).

Research conducted by Sambasivan and Johari (2003), Musriha (2013), Nazarian (2017) shows that organizational culture affects employee performance. Different results are shown by Warsito (2008), Syauta (2012), Darsana (2013), namely that organizational culture has no effect on employee performance. Employee performance will be influenced by work motivation. Of course, employees have needs and interests that they

want to fulfill. This is a driving force for carrying out activities within an organization, with the hope that individual needs and interests can be realized, and the activities carried out can provide benefits to the organization. Zameer (2014), Omollo (2015), Jayaweera (2015) show that work motivation has an effect on employee performance. Different results are shown by Idrees (2015), Brahmasari and Suprayetno (2008), namely that work motivation has no effect on employee performance.

The results of the study on the influence of organizational culture and work motivation on employee performance show inconsistent results or a research gap. The existence of a research gap about the influence of organizational culture and work motivation on employee performance, raises interest in re-testing by adding an intervening or mediating variable, namely Organizational Citizenship Behavior (OCB).

OCB is a voluntary individual employee behavior that is not directly related to the reward system, but contributes to organizational effectiveness (Organ, 1988: 120). OCB is a preferred behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively (Robbins and Judge, 2009: 40). OCB's basic personality characterizes employees who are cooperative, helpful, caring, and sincere. An employee who has a high OCB is influenced by organizational culture. Mohanty, Rath (2012), Puspita Rini (2013) and Hardaningtyas (2004) state that organizational culture has a significant positive relationship to OCB. Apart from organizational culture, work motivation can contribute to OCB. Motivation is an indicator that can make a worker more satisfied in carrying out activities. Work motivation can be a driving force in humans and can direct behavior to carry out duties and responsibilities. The study of work motivation on OCB was conducted by Houston (2000) and Alotaibi (2001).

OCB determines employee performance improvement. OCB is an organizational behavior that can make employees really feel involved as part of the organization and behave to work more than the job demands given by the company. The research results of Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), state that OCB has an effect on employee performance.

By looking at existing phenomena and previous empirical studies, Organizational Culture and Work Motivation can increase OCB which has an impact on increasing employee performance. This raises interest for researchers to raise the problem of how employee performance at five star hotels in the city of Surakarta, by conducting a study on organizational culture and work motivation influencing employee performance through OCB.

2. Theoretical Review

Performance

Performance is the result of work achieved by an employee as a whole both in quality and quantity, in carrying out in accordance with their respective duties and responsibilities (Mangkunegara, 2009: 67). Employee performance is the result of work achieved by a person in the organization in accordance with their respective responsibilities in order to achieve organizational goals properly and correctly not violating the agreed ethics and rules (Prawirosentono, 2009: 2). performance is the result of the work done by a person as a whole in a certain period to achieve the targets set by the organization in order to improve the quality and standards that have been mutually agreed upon in the organization (Mangkuprawira, 2007: 153).

According to (Robbins, 2006: 260), three criteria can be used to measure performance: 1) Quality of work is the quality that must be produced in work; 2) The quantity of work is the amount that must be completed and achieved in the work; 3) Attitude is an evaluative statement that is pleasant or unpleasant towards objects, individuals and events. Employee performance according to Luthans, 2005: 165) is the quantity or quality of the product or service provided by someone who does the work (quantity or quality of the resulting product or service provided by a person doing the work). Employee performance is the completion of tasks that accompany one's work. Indicators are: 1) quantity of work; 2) quality of work; 3) work attitude.

Organizational culture

Organizational culture is a perception shared by all members or systems of a common meaning. A shared meaning system itself is a set of main characteristics adhered to by a company (Robbins, 2006: 289). Organizational culture is a way of thinking or a tradition adopted by all company members and new members

must learn or at least accept it in order to be accepted as part of the organization (Luthans, 2006: 278). Culture as the basic assumptions and beliefs of an organization (Schein, 2009: 27-29). Assumptions and beliefs concerning the group's view of the world and position, the nature of the scope, human nature and human relationships.

Robbins (2006: 311) reveals that there are seven main elements or characteristics of organizational culture in the company, namely: 1) Innovation and risk taking, namely: the extent to which employees are encouraged to be innovative and take risks. 2) Attention to detail, namely: the extent to which employees are expected to pay attention to process, analytics and attention to detail. 3) Result orientation, namely: the extent to which management is oriented towards the results, not the techniques and processes used to achieve these results. 4) People orientation, namely: the extent to which management decisions take into account the effect of the results on people in the company. 5) Team orientation, namely: the extent to which work activities within the company are coordinated in teams, not individual work activities. 6) Aggressiveness, namely: the extent to which the members of the company and the ability to compete, not relax. 7) Capability, namely: the extent to which the company's activities emphasize maintaining the status quo as a contrast to growth. Denison and Mirsha (1995) revealed that there are main elements of organizational culture in the company, namely: involvement (Involvement), consistency (consistency), adaptation (Adaptation) and mission (Mission). According to Robbins, (2006: 312) organizational culture is an organization as a system of shared meaning held by members, which distinguishes the organization from other organizations (a system of shared meaning held by members, distinguishing the organization from other organizations). Organizational culture is a system of meanings, values and beliefs that are shared in an organization. Organizational culture is assessed using indicators adopted from Denison and Mirsha (1995), namely: 1) involvement (Involvement); 2) consistency (consistency); 3) adaptation (Adaptation); 4) mission (Mission)

Work motivation

Robbins (2006: 213) defines motivation as a willingness to make high efforts towards organizational goals, which is conditioned by the ability of that effort to meet an individual need. Noegroho (2002: 84) work motivation is something that creates a boost or morale or in other words motivation is an impetus that someone wants to take action to meet their needs.

Robbins and Judge (2007: 201) define motivation as a process that explains the intensity, direction and persistence of efforts to achieve a goal (motivation as a process that explains the intensity, direction and persistence of effort to achieve a goal). Work motivation is the willingness to make high efforts towards organizational goals, which is conditioned by the ability of that effort to meet an individual need. Measurement of work motivation refers to Maslow's concept, namely the fulfillment of: 1) physiological needs (physical needs); 2) security needs; 3) social needs (social needs); 4) esteem needs; 5) self actualization needs.

Organizational Citizenship Behavior

According to Organ (2006: 120) Organizational Citizenship Behavior is behavior which is an individual choice and initiative, not related to the formal reward system of the organization but in aggregate to increase organizational effectiveness. This means that the behavior is not included in the job requirements or job descriptions of employees so that if it is not displayed there will not be a penalty.

According to Luthans (2006: 251) Organizational Citizenship Behavior (OCB) or organizational citizenship is very well known in organizational behavior when it was first introduced about 20 years ago based on the theory of disposition / personality and work attitudes. The personality basis for OCB reflects the predisposing traits of employees who are cooperative, helpful, caring, and sincere. Meanwhile, the basic attitude indicates that employees are involved in OCB to retaliate against organizational actions.

Robbins & Judge (2008) states that organizational citizenship behavior (OCB) is a choice behavior that is not part of the formal work obligations of employees, but supports the organization to function effectively. Furthermore, Robbins & Judge (2008) revealed that examples of good OCB behavior are helping other individuals in the team, volunteering to do extra work, avoiding unauthorized conflicts, respecting and obeying the rules, and tolerating disturbances that sometimes occur at work .

Organ and Konovsky (1989: 298), OCB is built from five dimensions, each of which is unique, namely: Altruism, the willingness to help colleagues in completing work in difficult situations. Civic virtue, concerning the support of workers for administrative functions in the organization. Conscientiousness, describes workers who carry out their duties and responsibilities more than expected. Courtesy, someone's behavior in helping solve problems faced by work friends. Sportsmanship, describes workers who emphasize more on seeing positive aspects than negative aspects (positive thinking) of the organization. OCB according to Organ and Konovsky (1989: 298), is OCB is the behavior of individuals who have the freedom to choose, which is indirectly or explicitly related to the reward system, and contributes to the effectiveness and efficiency of organizational functions (as the behavior of individuals who have the freedom to choose, which do not directly or explicitly associated with the reward system, and contribute to the effectiveness and efficiency of the functioning of the organization). OCB is the behavior of subordinates who work more than work. The indicators are: 1) Altruism; 2) Civic virtue; 3) Conscientiousness; 4) Courtesy; 5) Sportsmanship.

Hypotheses Development

Improving employee performance will be determined by how the organization is able to make innovations in order to face the demands of change and strive to formulate policies that are in line with environmental changes through organizational culture. Organizational culture is a perception shared by all members or systems of a common meaning. A shared meaning system is a set of main characteristics adhered to by the company (Robbins, 2006: 289). Research conducted by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), Nazarian (2017) shows that organizational culture has an effect on employee performance. Based on the results of empirical studies, the hypothesis of this study is stated as follows:

H1 Organizational culture has a significant effect on employee performance.

Employee performance will be influenced by work motivation. Of course, employees have needs and interests that they want to fulfill. This is a driving force for carrying out activities within an organization, with the hope that individual needs and interests can be realized, and the activities carried out can provide benefits to the organization. Zameer (2014), Omollo (2015), Jayaweera (2015) show that work motivation has an effect on employee performance. Based on the results of empirical studies, the hypothesis of this study is stated as follows:

H2 Work motivation has a significant effect on employee performance.

OCB is a voluntary individual employee behavior that is not directly related to the reward system, but contributes to organizational effectiveness (Organ, 1988: 120). OCB is a preferred behavior that is not part of the formal work obligations of an employee, but supports the organization's effective functioning (Robbins and Judge, 2009: 40). OCB's basic personality characterizes employees who are cooperative, helpful, caring, and sincere. An employee who has a high OCB is influenced by organizational culture. Mohanty, Rath (2012), Puspita Rini (2013) and Hardaningtyas (2004) state that organizational culture has a significant positive relationship to OCB. The research results of Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), state that OCB has an effect on employee performance. Based on the results of empirical studies, the hypothesis of this study is stated as follows:

H3 OCB mediates the influence of organizational culture on employee performance.

Motivation is an indicator that can make a worker more satisfied in carrying out activities. Work motivation can be a driving force in humans and can direct behavior to carry out duties and responsibilities. The study of work motivation on OCB was conducted by Houston (2000) and Alotaibi (2001). OCB is an organizational behavior that can make employees really feel involved as part of the organization and behave to work more than the job demands given by the company. The research results of Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), state that OCB has an effect on employee performance. Based on the results of empirical studies, the hypothesis of this study is stated as follows:

H4 OCB mediates the effect of work motivation on employee performance.

3. Research Methods

Population and Research Sample

The population that will be observed in this study are employees of five-star hotels in the city of Surakarta, namely Hotel Sahid Jaya, Hotel Sahid Kusuma, Hotel Lor In and Hotel Alila. With a total sample of 241 employees, then the respondents were selected using the simple random sampling technique, namely the probability sampling technique where each respondent has a known and equal probability of being selected, while the selection of respondents was carried out by lottery, the names of each employee were entered in a container. , then draw a lottery at each location.

Operational Definition Variables

The operational definition of variables is an element of research that tells how to measure a variable that contains indicators allowing researchers to collect the relevant data for these variables. The operational definition of variables and indicator variables are presented in Table 1 below:

Table 1. Variable, Indicator, dan Item

No	Variable	Indicator	item
1	Organizational culture	<i>Involvement</i>	1. Leaders provide freedom to innovate in carrying out work 2. Completing the work is done in groups.
		<i>Consistency</i>	3. Carrying out a job requires a set of measures. 4. Able to achieve the same understanding in solving work problems
		<i>Adaptation</i>	5. Able to follow the development of science and technology 6. Able to pay attention to customer satisfaction
		Mission	7. The leader has a clear plan regarding organizational goals 8. There is a clear mission that provides meaning and direction to work
2	Work motivation	Physiological needs	9. The salary received meets the necessities of life 10. Provide facilities and infrastructure that support all task activities
		Needs security	11. The fulfillment of the need for security assurance in carrying out tasks 12. Sanctions are given if employees make mistakes in performing their duties.
		Social needs	13. Fulfillment of good relationships between superiors and subordinates 14. Feeling that you have lots of friends at work
		Needs appreciation	15. Awarding work performance 16. Leaders respect the opinions expressed by employees
		Self-actualization needs	17. Providing opportunities for work innovation 18. The direction given by the leadership makes things more advanced
3	<i>Organizational Citizenship Behavior</i>	<i>Altruism</i>	19. Help colleagues voluntarily. 20. Help a friend if you need help.
		<i>Civic virtue</i>	21. Willing to provide maximum service. 22. Maintain company reputation.

		<i>Conscientiousness</i>	23. Willing to work overtime. 24. Arrive early, do work on schedule.
		<i>Courtesy</i>	25. Do not hesitate to give explanations related to assignments to colleagues. 26. Help organize togetherness.
		<i>Sportsmanship</i>	27. Refrain from complaining. 28. Have the will to tolerate without complaining.
4	Employee performance	<i>Quantity of work</i>	29. Carry out tasks in accordance with the specified targets 30. Completing work needs to be adjusted to the work schedule
		<i>Work quality</i>	31. Complete the task faster than the specified time 32. Complete tasks in accordance with the job description
		<i>Work attitude</i>	33. Pouring the creativity that is owned at work 34. Spirit at work

Measuring the instrument variables to be studied through respondents' responses used a Likert scale. Likert scale is used to measure attitudes, opinions, perceptions of a person or group of people about social phenomena. The answer to each instrument item using a Likert scale with a score of 1 (strongly disagree) to a score of 5 (strongly agree).

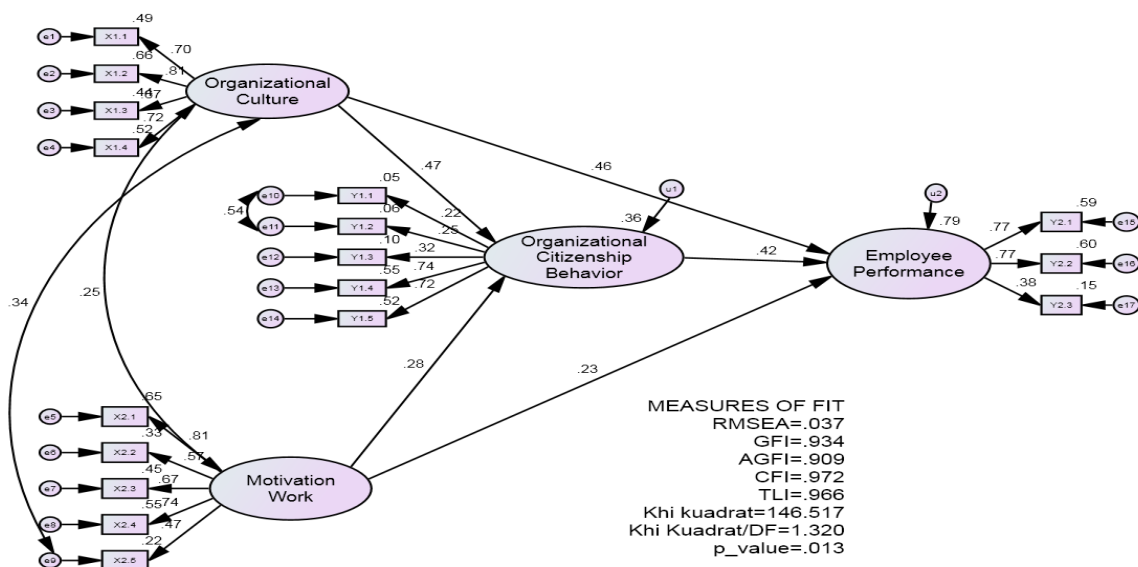
Data analysis

The analysis technique in this research is Structural Equation Modeling (SEM). A three-step analysis was carried out to process the data. The first analysis is testing the suitability of the model through a review of the various goodness of fit criteria. The second stage, conducting a direct effect hypothesis test and the third stage conducting a mediation test which is tested by the Sobel Test.

Result

Results of Goodness of Fit SEM Analysis

The theoretical model in the research conceptual framework is said to be fit if it is supported by empirical data. The results of testing the goodness of fit overall model are given in the figure and table below.



The results of the model test presented in Figure 1 are evaluated based on the goodness of fit indices criteria in Table 1 below:

Table 2 Evaluation Criteria for Goodness of Fit Indices Overall Model SEM

Criteria	Cut-off value	Model Results	evidence
Khi Kuadrat	Kecil	146.517	Marginal Model
p-value	≥ 0.05	0.013	
CMIN/DF	≤ 2.00	1.320	Good Model
GFI	≥ 0.90	0.934	Good Model
AGFI	≥ 0.90	0.909	Good Model
TLI	≥ 0.95	0.966	Good Model
CFI	≥ 0.95	0.972	Good Model
RMSEA	≤ 0.08	0.037	Good Model

The evaluation of the model shows that the Chi-Square and the p-value have not shown that the model is good, it is still below the cut-off value, but the value is not so far from the cut-off value. According to Arbuckle and Wothke (1999: 617), the best criteria used as an indication of the goodness of the model are CMIN / DF values that are less than 2, and RMSEA which is below 0.08, therefore the model can be categorized as suitable and suitable for use, so that it can be done. interpretation for further discussion.

Hypothesis Testing Results

Analysis of Structural Equation Model (SEM) using AMOS 6.0 was used to test the hypothesis proposed by the researcher. As a basis for testing the hypothesis used the Critical ratio (Cr) from the weight regression output results. The research hypothesis will be accepted if the p value <of significance is 5%, then the null hypothesis is rejected. The results of hypothesis testing are presented in Table 3 below:

Table 3 Results of Weight Regression Analysis

Hypothesis	Path	t-statistic	p-value	Mark
H1	Organizational Culture -> OCB	5.279	0.000	Supported
H2	Motivation -> OCB	3.372	0.000	Supported
H3	Organizational Culture -> OCB -> Performance	2.633	0.008	Supported
H4	Motivation -> OCB -> Performance	2.035	0.041	Supported

Based on table 3, the influence of organizational culture on employee performance results in a t-statistic value of 3.275 with a p-value of 0.001, because the p-value is ≤ 0.05 , so the hypothesis which states that organizational culture has a significant effect on employee performance is acceptable. The effect of work motivation on employee performance results in a t-statistic value of 2.572 with a p-value of 0.010, because the p-value is ≤ 0.05 , so the hypothesis which states that work motivation has a significant effect on employee performance is acceptable.

The indirect effect of organizational culture on employee performance through OCB has a t-statistic of 2,633 with a p-value of 0.008, because the p-value is ≤ 0.05 . These results indicate that OCB can mediate the influence of organizational culture on employee performance. The indirect effect of work motivation on employee performance through OCB has a t-statistic of 2.035 with a p-value of 0.041, because the p-value is ≤ 0.05 . These results indicate that OCB can mediate the effect of work motivation on employee performance.

4. Discussion

The success and performance of the company can be seen from the performance achieved by employees, this is because an employee within the organization tries to determine and form something that can accommodate the interests of all parties, so that they can carry out activities. Activities carried out by employees are

measured by employee performance through the quantity of work, quality of work and work attitudes and the strongest form of employee performance is the quality of work, especially completing tasks faster than the specified time.

Completion of tasks is faster than the specified time as a reflection of employee performance if the role of organizational culture can run well. This is because good employee performance is inseparable from the existence of an organizational culture that has become a personal value for each employee, such as tasks carried out based on the mission of the organization. This means that if the organizational mission can be implemented by employees properly, such as the tasks performed by employees of a five-star hotel in the city of Surakarta must be guided by the mission that has been set by the company, it will improve employee performance. The results of the study support the studies conducted by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), Nazarian (2017) that organizational culture has a significant effect on employee performance.

Activities carried out by employees are measured by employee performance through work quantity, work quality and work attitude and the strongest as an employee performance is the quality of work such as completing tasks faster than the specified time and completing tasks in accordance with job descriptions because the role of work motivation is reflected in the need. physiological such as fulfilling the need for security assurance in carrying out tasks and being given sanctions.

According to Kuranchie & Tawiah (2016) motivation can inspire people to work individually or in groups in such a way as to produce the best results. Theodora (2015) states that motivated employees will be energetic and excited, and vice versa, employees with low motivation will often display discomfort and displeasure with work which results in poor employee performance and unreachable company goals. The results of the study support the studies conducted by Zameer (2014), Omollo (2015), Jayaweera (2015) that work motivation has a significant effect on employee performance.

Organizational culture that is developed according to the values, beliefs and attitudes implemented in the mission of the organization such as there is a clear mission that gives meaning to work and tasks carried out are guided by the mission of the organization contributing to organizational citizenship behavior, namely conscientiousness such as being willing to work overtime and always arriving early, so do the work on schedule. Employees who have conscientiousness will have the attitude of completing tasks faster than the specified time.

The results of the study support the studies conducted by Mohanty, Rath (2012), Puspita Rini (2013) and Hardaningtyas (2004) that organizational culture has a significant effect on organizational citizenship behavior and studies conducted by Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012) state that OCB has a significant effect on employee performance.

Motivation of employees in carrying out work is reflected in physiological needs such as fulfilling the need for security guarantees in carrying out tasks and being given sanctions to increase organizational citizenship behavior, namely conscientiousness such as being willing to work overtime and always arriving early, so that they do work according to schedule. Employees who have conscientiousness will have the attitude of completing tasks faster than the specified time. The results of the study support the studies conducted by Houston (2000) and Alotaibi (2001) that work motivation has a significant effect on organizational citizenship behavior and studies conducted by Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), state that OCB has a significant effect on employee performance.

5. Conclusions

Based on the results of data analysis and the discussion described in the previous chapter, it is hoped that the management of five-star hotels in the city of Surakarta can take into account the management of human resources to improve employee performance, it can be concluded that the better the organizational culture and the higher the employee's motivation. will improve employee performance. This result can be explained that employees will complete the task faster than the specified time and complete the task in accordance with the job description if there is a clear set of rules as a guide in carrying out work and need the same understanding in solving work problems, as well as meeting the needs of life through a salary that is accepted

and provided facilities and infrastructure that support all activity activities. Organizational culture and work motivation have a positive effect on employee performance through OCB. This means that companies have a clear set of rules as a guide in carrying out work and need the same understanding in solving work problems, as well as meeting the needs of life through received salaries and providing facilities and infrastructure that support all task activity activities that can increase Organizational citizenship behavior and have an impact on having attitude in completing tasks faster than the specified time and completing the task in accordance with the job description.

In accordance with the results of the research and conclusions that have been submitted, several suggestions can be given, for management it is necessary to create a good organizational culture by following the development of science and technology and paying attention to employees to achieve satisfaction. Employees are motivated through the opportunity to make work innovations and leaders can provide constructive suggestions and criticism. Employees are motivated to have an obligation to advance the company and are motivated to feel guilty if work does not meet the predetermined targets. In addition, employees are given the understanding to have an attitude of being able to refrain from complaining and have the willingness to tolerate without complaining. For science, the results of this study can enrich references and knowledge given to employee performance to be good because of the role of organizational commitment and organizational citizenship behavior in mediating organizational culture and work motivation on employee performance.

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