



The Influence of Organizational Culture and Work Motivation on Employee Performance through Employee Organizational Citizenship Behavior at Hotel Sahid Montana in Malang City

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ABSTRACT

The purpose of this study is to analyze the effect of organizational culture and work motivation on OCB and the performance of Sahid Montana hotel employees and to analyze the influence of organizational culture and work motivation on employee performance if mediated by OCB. The population of this study is the population of this study are the employees of the first and second Sahid Montana hotels, totaling 105 employees with a total sample of 83 employees. The data analysis technique used is path analysis (Path Analysis). The results of the study show that the better the organizational culture and the higher the employee's work motivation, the better organizational citizenship behavior will be. The better the organizational culture and the higher the employee motivation will improve employee performance. Organizational culture and work motivation affect employee performance through OCB. To be able to improve the performance of Sahid Montana hotel employees, leaders need to create a good organizational culture by keeping abreast of science and technology developments and paying attention to employees to achieve satisfaction. Employees are motivated through opportunities to innovate work and leaders can provide suggestions and constructive criticism. In addition, employees are given an understanding to have the attitude of being able to refrain from complaining and have the willingness to tolerate without complaining.

INTRODUCTION

Malang City is one of the tourist destinations in Indonesia. Its relatively clean environment for a city and cool climate due to its highland location are attractive to tourists. The variety of tourist attractions in Malang City makes it an appealing destination for visitors. This situation underscores the significance of hotels in Malang City as essential accommodations for tourists. Operational activities within hotels are inseparable from evaluating work outcomes and managing Human Resources (HR), which play a role as service providers like in any other organization. According to Bangun (2012), HR plays a crucial role in achieving company targets. The success of a company in managing HR is measured by employee performance. According to Yuniningsih (2002:18), the success and performance of a hotel can be seen from the achievements of its employees. Hotel management expects employees to deliver optimal performance because the quality of employee performance can influence the overall performance and success of the hotel. Management needs to understand the factors that affect employee performance. Identifying these factors enables the company to make necessary policy decisions to enhance employee performance in line with company expectations (Habibah, 2001:28).

Performance is the result of the interaction between ability and motivation (Robbins, 2006:13). Improving employee performance is determined by the organizational culture cultivated within the company. Organizational culture is a shared perception held by all members or the system of shared meanings. A system of shared meanings encompasses the main characteristics upheld by a company (Robbins, 2006:289). Organizational culture consists of norms and values that guide organizational member behavior (Luthans, 2006:278). Research conducted by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), Nazarian (2017) shows that organizational culture affects employee performance. Conversely, studies by Warsito (2008), Syauta (2012), Darsana (2013) suggest that organizational culture does not influence employee performance.

Enhancing employee performance is influenced by work motivation. Robbins (2006:213) defines motivation as the willingness to exert high effort towards organizational goals, conditioned by the effort's ability to fulfill individual needs. When needs are met, they become drivers for engaging in organizational activities, with the hope of realizing individual needs and providing benefits to the organization. Research conducted by Zameer et al. (2014), Nareswara and Trianasari (2020) indicates that work motivation influences employee performance. However, studies by Idrees (2015), Brahmasari and Suprayetno (2008) suggest that work motivation does not affect employee performance.

Research findings on the impact of organizational culture and work motivation on employee performance have shown inconsistent results, creating a research gap. This research gap regarding the influence of organizational culture and work motivation on employee performance has sparked interest in re-examining the issue by introducing an intervening or mediating variable: Organizational Citizenship Behavior (OCB).

OCB refers to voluntary behaviors exhibited by individual employees that are not directly related to the reward system but contribute to organizational effectiveness (Organ, 1988:120). OCB involves discretionary behaviors that are not part of a formal job description but support organizational functions effectively (Robbins and Judge, 2009:40). The foundation of OCB is characterized by cooperative, helpful, attentive, and diligent employees. Employees with high OCB are influenced by organizational culture. Research by Mohanty, Rath (2012) and Puspita Rini (2013) shows that organizational culture affects OCB.

In addition to organizational culture, work motivation also contributes to OCB. According to Robbins (2006:213), motivation is the willingness to exert effort towards organizational goals, conditioned by the effort's ability to fulfill individual needs. When individual needs are satisfied, behaviors such as helping others, volunteering for extra tasks, adhering to rules and procedures at the workplace are manifested. These behaviors indicate "added value" from employees. Houston (2000) and Alotaibi (2001) demonstrate that work motivation influences OCB.

The success of an organization relies not only on its members performing their core tasks but also being willing to undertake extra tasks, such as collaborating, assisting, providing input, actively participating, offering extra service, and utilizing work time effectively (Robbins & Judge, 2009:147). OCB represents organizational behavior that makes employees truly feel engaged as part of the organization and prompts them to work beyond job requirements specified by the company. Therefore, OCB is known to enhance the effectiveness, efficiency, and performance of an organization (Podsakoff, MacKenzie, Paine, & Bachrah, 2000). Research by Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012) shows that OCB influences employee performance.

Considering the existing phenomenon and previous empirical studies, it can be inferred that organizational culture and work motivation can enhance OCB, which, in turn, affects an increase in employee performance. This curiosity leads researchers to explore the question of how employee performance at Hotel Sahid Montana in Malang City can be assessed through the lens of organizational culture and work motivation, which in turn influences OCB

THEORETICAL REVIEW

Organizational Culture Theory

Organizational culture is a shared perception embraced by all members or a system of shared meanings. This system of shared meanings itself constitutes a set of core characteristics upheld by a company (Robbins, 2006:289). Organizational culture is the way of thinking or traditions followed by all members of a company, and new members must learn or at least accept it to be part of the organization (Luthans, 2006:278). Culture is the basic assumptions and beliefs of an organization (Schein, 2009:27-29). These assumptions and beliefs concern a group's perspective on the world and its position, the nature of scope, the nature of humans, and human relationships. Denison and Mirsha (1995) revealed that there are main elements of organizational culture within a company, namely: involvement, consistency, adaptation, and mission.

Organizational culture, according to Robbins (2006:312), is an organization as a system of shared meaning held by members, which distinguishes the organization from other organizations.

Work Motivation Theory

Robbins (2006:213) defines motivation as the willingness to exert high effort toward organizational goals, conditioned by the effort's ability to fulfill an individual's needs. Noegroho (2002:84) defines work motivation as something that generates the drive or enthusiasm for work, or in other words, motivation is a desired impetus for individuals to take action to fulfill their needs. Robbins and Judge (2007:201) define motivation as the process that explains the intensity, direction, and persistence of effort to achieve a goal. Work motivation is the willingness to exert high effort toward organizational goals, conditioned by the effort's ability to fulfill an individual's needs. The measurement of work motivation refers to Maslow's concept of fulfilling: 1) physiological needs, 2) security needs, 3) social needs, 4) esteem needs, and 5) self-actualization needs. Organizational Citizenship Behavior Theory.

According to Organ (2006:120), Organizational Citizenship Behavior (OCB) is behavior that is voluntary and individual initiative, not related to the organization's formal reward system but collectively enhances organizational effectiveness. This means that such behavior is not part of job requirements or employee job descriptions and therefore not subject to punishment even if not displayed. Robbins & Judge (2008) state that organizational citizenship behavior (OCB) is discretionary behavior that is not part of an employee's formal job obligations but supports the organization in functioning effectively. Additionally, Robbins & Judge (2008) explain that good examples of OCB behavior include assisting colleagues in completing tasks in challenging situations, volunteering for extra work, avoiding unnecessary conflicts, showing respect and adherence to rules, and tolerating occasional disruptions in the workplace.

Organ and Konovsky (1989:298) propose that OCB is constructed from five dimensions, each of which is unique: Altruism, the willingness to help co-workers complete tasks in difficult situations. Civic virtue, concerns employee support for administrative functions within the organization. Conscientiousness, depicts employees who perform tasks and responsibilities beyond expectations. Courtesy, an individual's behavior in helping colleagues solve problems, and Sportsmanship, describes employees who emphasize positive aspects over negative aspects (positive thinking) towards the organization.

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Performance Theory

Performance is the overall work outcome achieved by an employee, encompassing both quality and quantity, in carrying out their assigned tasks and responsibilities (Mangkunegara, 2009:67). Employee performance is the work outcome achieved by an individual in the organization in line with their assigned duties and responsibilities, aimed at achieving the organization's goals in a proper and ethical manner (Prawirosentono, 2009:2). Performance is the work outcome produced by an individual as a whole over a specific period to achieve the targets set by the organization, aiming to improve quality and the agreed-upon standards within the organization (Mangkuprawira, 2007:153). According to Robbins (2006:260), three criteria can be used to measure performance: 1) Work quality is the standard of work to be achieved; 2) Work quantity is the amount that needs to be completed and achieved; 3) Attitude is an evaluative statement, either favorable or unfavorable, towards objects, individuals, or events. Employee performance, according to Luthans (2005:165), is the quantity or quality of products or services provided by someone doing the work. Employee performance is the completion of tasks accompanying an individual's work. Indicators include: 1) work quantity; 2) work quality; 3) work attitude.

METHODOLOGY

Research Design

In accordance with the research problem and objectives, this study falls under explanatory research, which aims to explain the relationship or influence between two or more variables. The pattern of influence examined in this study is the impact of organizational culture and work motivation on Organizational Citizenship Behavior (OCB) and employee performance in Hotel Sahid Montana branch one and two in Malang City.

Population and Sample

The population under observation in this study consists of 105 employees from Hotel Sahid Montana branch one and two. With a margin of error of 5%, the sample size is determined using the Slovin approach, resulting in a sample size of 83 employees. Once the sample size of 83 employees is determined, the respondents are selected using the simple random sampling technique, a probability sampling method where each respondent has a known and equal chance of being selected. The selection of respondents is done by drawing lots, where the names of each employee are put into a container, and then a random draw is conducted at each location.

Research Instruments

The research instruments are summarized in Table 1 below:

Table 1 Variables, Indicators and Instruments

Variable	Indicator	Statement Points
Organizational culture	<i>Involvement</i>	Leaders give freedom to innovate in carrying out work Completing work done in groups.
	<i>Consistency</i>	Carrying out the work requires a set of measurements. Able to reach the same understanding in solving work problems
	<i>Adaptation</i>	Able to follow the development of science and technology Able to pay attention to customer satisfaction
	<i>Mission</i>	Leaders have a clear plan regarding organizational goals There is a clear mission that gives meaning and direction to work
Work Motivation	Physiological needs	The salary received meets the necessities of life Providing facilities and infrastructure that support all task activities
	The need for security	Fulfillment of the need for security guarantees in carrying out tasks Sanctions are given if employees make mistakes in carrying out their duties
	Social needs	Fulfillment of good relations between superiors and subordinates Feel that you have many friends at work
	The need for appreciation	Giving awards for work performance Leaders value the opinions expressed by employees
	Self-actualization needs	Given the opportunity to innovate work The directions given by the leadership make it more advanced
Organizational Citizenship Behavior	<i>Altruism</i>	Helping colleagues voluntarily. Help a friend if you need help.
	<i>Civic virtue</i>	Willing to provide maximum service. Maintain company reputation.
	<i>Conscientiousness</i>	Willing to work overtime. Arrive early, do work on schedule
	<i>Courtesy</i>	Do not hesitate to give explanations related to tasks to colleagues. Help organize togetherness

	<i>Sportsmanship</i>	Refrain from complaining. Have a willingness to tolerate without complaining
Employee performance	<i>Quantity of work</i>	Carry out tasks according to the specified target Completing work needs to be adjusted to work standards
	<i>Work quality</i>	Completing tasks faster than the allotted time Complete assignments according to job description
	<i>Work attitude</i>	Pour your creativity into your work Passion at work

Measuring the variables to be studied through respondent responses is done using the Likert Scale. The Likert Scale is used to measure the attitudes, opinions, perceptions of an individual or a group of people about social phenomena. Each item in the instrument using the Likert Scale is answered on a scale of 1 (strongly disagree) to 5 (strongly agree).

Data Analysis Technique

The data analysis employed in the study utilizes Path Analysis. Path Analysis is a form of multiple regression that employs path diagrams as a guide for testing complex hypotheses. This analysis can be conducted to estimate the magnitude of both direct and indirect effects. To test the direct effects of organizational culture and work motivation on Organizational Citizenship Behavior (OCB) and employee performance, the presence of such direct relationships is examined using t-tests. If the probability is $< 5\%$, then H_0 is rejected; H_1 is accepted. Conversely, if the probability is $> 5\%$, then H_0 is accepted; H_1 is rejected. Investigating the potential indirect effects of OCB as a mediator between organizational culture and work motivation on employee performance is done by comparing the total effect with the direct effect. If the total effect is greater than the direct effect, then OCB is capable of mediating the influence between organizational culture and work motivation on employee performance.

RESULTS

Hypothesis testing is done by Path Analysis. The research hypothesis will be accepted if the p value is $< 5\%$ significance, then the null hypothesis is rejected. The results of hypothesis testing are presented in Table 2 below:

Table 2. Results of Regression Weight Analysis

Variable			Path Coefficient	t Statistics	Prob.
Organizational culture	--->	OCB	0,219	2,105	0.038
Work Motivation	--->	OCB	0,302	2,912	0.005
Organizational culture	--->	Employee performance	0,439	4,553	0.000
Work Motivation	--->	Employee performance	0,229	2,372	0.020
OCB	--->	Employee performance	0,231	2,139	0.035

Based on table 2, the influence of organizational culture on OCB produces a t statistic value of 2.105 with a p-value of 0.038, because the p-value ≤ 0.05 , so the hypothesis stating that organizational culture has a significant effect on OCB can be accepted. The effect of work motivation on OCB produces a t statistic value of 2.912 with a p-value of 0.005, because the p-value ≤ 0.05 , so the hypothesis stating that work motivation has a significant effect on OCB can be accepted. The influence of organizational culture on employee performance produces a t statistic value of 4.553 with a p-value of 0.000, because the p-value ≤ 0.05 , so the hypothesis stating that organizational culture has a significant effect on employee performance is acceptable. The effect of work motivation on employee performance produces a statistical t value of 2.372 with a p-value of 0.020, because the p-value ≤ 0.05 , so the hypothesis stating that work motivation has a significant effect on employee performance is acceptable. The influence of OCB on employee performance produces a statistical t value of 2.139 with a p-value of 0.035, because the p-value ≤ 0.05 , so the hypothesis stating that OCB has a significant effect on employee performance is acceptable.

The results of testing the influence of organizational culture and work motivation have a significant effect on employee performance through OCB presented in table 3. Following

Table 3. Results of Indirect Influence Hypothesis Testing through OCB

Variabel		Direct Influence	Indirect Influence Through OCB	Total Impact
Organizational culture	--- >	OCB	0,219	-
Work Motivation	--- >	OCB	0,302	-
Organizational culture	--- >	Employee performance	0,439	$0,219 \times 0,231 = 0.051$
Work Motivation	--- >	Employee performance	0,229	$0,302 \times 0,231 = 0.070$
OCB	--- >	Employee performance	0,231	-

The indirect effect of organizational culture on employee performance through OCB has a total coefficient value of 0.490, and is greater than the direct influence of organizational culture on employee performance with a coefficient value of 0.439. 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 total coefficient value of 0.299, and greater than the direct effect of work motivation on employee performance has a coefficient value of 0.229. These results indicate that OCB can mediate the effect of work motivation on employee performance.

DISCUSSION

Organizational culture plays a vital role within an organization as it represents the habits occurring in the organizational hierarchy, representing the

behavioral norms followed by organization members. A strong organizational culture indicates high loyalty and commitment among employees, guiding their Organizational Citizenship Behavior (OCB) (Robbins, 2006). Organizational citizenship behavior among employees develops alongside the process of socialization and the values present within the organization. When these values hold strong meaning, OCB emerges in employee behavior.

The implementation of organizational culture on employees involves refining values, beliefs, and attitudes to be implemented in engagement. For instance, leadership providing freedom for innovative work execution and group-based task completion. Leadership involvement in granting innovation freedom and group-based task completion contributes to increased OCB, demonstrated through sportsmanship behaviors such as refraining from complaining and showing tolerance without complaining. The research findings support studies conducted by Mohanty, Rath (2012), and Puspita Rini (2013), indicating the influence of organizational culture on OCB.

Employee work motivation, reflected in physiological needs such as received wages fulfilling living requirements and the provision of facilities supporting activities, can enhance OCB. As Luthans (2006) stated, motivation initiates actions due to physical and psychological deficiencies, a drive shown to fulfill specific goals. Employee work motivation is said to influence OCB because motivated employees feel valued and therefore affect their willingness to accept and execute any task. The research findings align with studies conducted by Houston (2000) and Alotaibi (2001), showing the significant influence of work motivation on OCB.

The success and performance of a company are evident through the achievements of its employees. Employees within an organization strive to create something accommodating the interests of all parties, to carry out activities. Employee activities are measured through their performance based on work quantity, work quality, and work attitude. The strongest contributor to employee performance is work attitude, especially in channeling creativity into tasks and maintaining enthusiasm.

Channeling creativity into tasks and maintaining enthusiasm is a reflection of employee performance when organizational culture functions effectively. This is because good employee performance is intertwined with the organizational culture that has become a personal value for each employee, demonstrated through engagement like leadership roles granting innovation freedom and group-based task completion. The research findings support studies conducted by Sambasivan and Johari (2003), Musriha (2013), Baan (2015), Nazarian (2017), indicating that organizational culture influences employee performance.

Employee activities are measured through performance based on work quantity, work quality, and work attitude, with work attitude, especially in channeling creativity into tasks and maintaining enthusiasm, being the strongest contributor to employee performance. This is reflected in physiological needs, such as received wages fulfilling living requirements and the provision of facilities supporting activities. According to Kuranchie & Tawiah (2016),

motivation can inspire individuals to work individually or in groups to produce optimal outcomes. Theodora (2015) stated that motivated employees are energetic and enthusiastic, while those with low motivation often display discomfort and dissatisfaction, leading to poor employee performance and unachieved company goals. The research findings support studies conducted by Zameer, et al. (2014), Nareswara and Trianasari (2020), indicating that work motivation significantly influences employee performance.

Based on inferential statistical analysis results, evidence is found that organizational citizenship behavior influences employee performance. This can be interpreted that the high attitude and quality of work achieved by Sahid Montana Malang hotel employees are influenced by organizational citizenship behavior. In this context, the performance of Sahid Montana Malang hotel employees will increase when they exhibit exceptional individual behaviors, which may not be directly or explicitly recognized within a formal work system but can collectively enhance organizational function effectiveness.

The role of organizational citizenship behavior in enhancing performance is applied through sportsmanship behaviors such as refraining from complaining and showing tolerance without complaining. In this situation, organizations with employees displaying sportsmanship have better performance, such as channeling creativity into tasks and maintaining enthusiasm. The research findings support studies conducted by Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), indicating that OCB significantly influences employee performance.

Organizational culture developed according to values, beliefs, and attitudes implemented in engagement, such as leadership roles granting innovation freedom and group-based task completion, contributes to organizational citizenship behavior, specifically sportsmanship behaviors like refraining from complaining and showing tolerance without complaining. Employees with sportsmanship behaviors will have good performance, as seen in channeling creativity into tasks and maintaining enthusiasm. The research findings support studies conducted by Mohanty, Rath (2012), and Puspita Rini (2013), indicating that organizational culture influences OCB, and studies conducted by Podsakoff (1997), Sudarma and Ketut (2011), Yusuf and Mardiana (2012), stating that OCB significantly influences employee performance

CONCLUSIONS AND RECOMMENDATIONS

Organizational culture and work motivation directly influence organizational citizenship behavior. This result can be explained by the presence of innovation freedom in task execution and group-based task completion, along with the fulfillment of physiological needs, especially received wages fulfilling living requirements and provision of facilities supporting activities. These factors lead to increased organizational citizenship behavior, as indicated by employees refraining from complaining and showing tolerance without complaining.

Organizational culture and employee work motivation directly influence employee performance. This finding can be explained by the fact that employees will channel their creativity into tasks and maintain enthusiasm in their work

when there is freedom for innovation in task execution and group-based task completion, and when physiological needs, such as received wages fulfilling living requirements and provision of facilities supporting activities, are met.

Organizational citizenship behavior directly influences employee performance. This result can be explained by the fact that organizational citizenship behavior, represented by sportsmanship, where employees refrain from complaining and show tolerance without complaining, has a positive impact on employees' channeling of creativity into tasks and maintaining enthusiasm in their work.

Organizational culture and work motivation influence employee performance through OCB. This implies that the presence of freedom for innovation in task execution and group-based task completion, along with the fulfillment of physiological needs, especially received wages fulfilling living requirements and provision of facilities supporting activities, enhances organizational citizenship behavior. This, in turn, leads to employees refraining from complaining and showing tolerance without complaining, resulting in their channeling of creativity into tasks and maintaining enthusiasm in their work.

For management, it's important to establish a positive organizational culture by keeping up with technological advancements and paying attention to employee satisfaction. Motivation can be provided through opportunities for job innovation, and leadership can offer constructive advice and feedback. Additionally, employees should be encouraged to exhibit attitudes such as refraining from complaining and showing tolerance without complaining.

FURTHER STUDY

For future research with a similar theme, it is recommended to further study variables not covered in this research, such as leadership, in order to produce a more comprehensive study.

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