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## Importance of Work Motivation and the Culture of the Company to Improve Organizational Citizenship Behavior

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### ABSTRACT

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**Objectives:** The research aims to find out if job motivation and organizational culture affect the development of organizational citizen behaviors (OCBs) through employee performance.

**Methodology:** The research was conducted in one of Gorontalo Province's, with a population of 2,262 employees, and questionnaires were distributed to 260 employees in various departments who volunteered to be respondents; sampling was based on Slovincs Formula. Processing data with Structural Equation Model (SEM) and AMOS.

**Finding:** The findings indicated that motivation affected employee performance, organizational culture did not affect performance, motivation had no effect on OCB, organizational culture had no effect on OCB, and employee performance had no effect on organizational culture's influence on OCB.

**Conclusion:** These findings can be explained by the fact that the work incentive used thus far is intrinsic, providing encouragement and inspiration for all employees to improve performance. Organizational culture has not affected employee performance, indicating that the organizational culture employed thus far has been result-oriented and ineffectively applied.

**Keywords:** Work Motivation; Organizational Culture; Performance; OCB

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## INTRODUCTION

Good and appropriate utilization of human resources is the best way to maintain survival and growth in the future because the main component of an organization are human resources. Humans are planners and at the same time active actors in every activity both inside and outside the organization. These demands of the implementation of services must be fulfilled by the state apparatus and must be able to follow the development of society as well as have high professional abilities, Karhi (1997). Furthermore, achieving this goal requires quality resources, both material and human resources Dharmesta, B. S. (2008).

It takes leaders who are able and willing to work together in the organization and have high responsibility and integrity to be able to manage existing resources, especially human resources as the main driver Carmeli et al., (2013).

Developing employees who have talent, quality, high motivation, and can work together in teamwork are the key to success in an organization, therefore appropriate steps are needed for leaders in carrying out their respective commitments. Based on previous research on service organizations in the service sector, the presence of high motivation, organizational culture, and *organizational citizenship behavior* (OCB) in an organization demonstrates that the key to success is a leader who can foster, direct, and lead members to the proper steps in completing the task Herzberg, Frederick (1959). Intrinsic motivation is the form of motivation that comes from within a person, it is also important to note that extrinsic motivation or maintenance refers to areas of an individual's life that are influenced by external circumstances, (Luthans, 2005).

Based on Podsakoff et al., (2000) disclosing the reasons for the significance of the influence of effectiveness in organizations, it is necessary to conduct additional research on variables that can increase OCB in organizations. OCB and performance are unaffected by motivation results from Huei et al., (2014), competence from Sanda et al., (2011), and organizational culture by Lian & Salleh (2011), Jain (2015), and also organizational culture is unaffected by OCB and performance research from (Yiing et al., 2009). The OCB variable will serve as a moderator in the interaction between motivation, organizational culture, and performance in this study, which will combine the results of many models from previous research.

Organizational culture becomes a guide in the process of adaptation to the organizational environment and types of organizational culture that can be a predictor of performance and effectiveness. Organizational culture determines the level of productivity of an organization, one of the main reasons for the study of organizational culture is because the arguments or assumptions of organizational culture can form superior organizational performance. A good organizational culture will add positive value to the smooth performance of the organization based on research from Riani (2011). The findings of an investigation from Shahzad (2014) into employee performance in Pakistan revealed a significant positive correlation between organizational culture, comprised of employee participation, open communication, risk-taking, customer service, and reward systems, also employee performance, comprised of productivity, consistency, and quality of work. According to the research from Mohamed & Abukar (2013) and Chamariyah et al., (2015), stated that organizational culture has a substantial correlation with performance. Balthazard et al., (2006) research found that the workers' productivity and effectiveness are determined by the type of culture in their workplace: constructive, passive, or aggressive and defensive. In Colombia, organizational culture is measured by the efficiency and effectiveness of employees' work, but this study contradicts the findings from research by Yiing et al., (2009) by showing that organizational culture has no significant impact on employee performance in his study in Malaysia.

Human Resources according to the organizational development of Organizational Citizenship Behavior (OCB) of employees by Organ (1998) Performance-based compensation recognizes employee conduct when individuals go above and beyond their job responsibilities and are not explicitly recognized by the standard incentive system. Employees who go above and beyond their job responsibilities are awarded performance-based compensation. Even if OCB doesn't explicitly suggest a contract, the organization wants to see this behavior not only to help transform resources but also to increase adaptability and innovation to improve productivity. According to the research from Turnipseed & Murkison (1996), Organizational Citizenship Behavior (OCB) is a behavioral attitude exhibited by employees in carrying out actions to achieve organizational goals. According to the study by Chiang & Hsieh (2012) also by Fitriastuti (2013), OCB had a significant effect on employee performance. A greater degree of productivity can be reached when employees exert additional effort or participate in out-of-character behavior. Experiments have demonstrated that OCB has a significant impact on performance ratings, according to Jo & Joo (2011) and Harwiki (2013).

The existence of a strong organizational culture is a strategic action toward improving employee performance. In addition, high performance is highly dependent on human factors as well as human resources; hence, Organizational citizenship conduct is no less vital than the creation of an organizational culture for enhancing employee performance. Sloat (1999) stated that organizational culture is a major predictor of OCB. OCB and organizational culture are strongly linked, according to Weichrich & Koonz (2005), who stated that organizational culture is an ideal that must be supported by all employees in the organization to conduct appropriately and provide an evaluation of every other member of the organization. The existence of employees who value togetherness indicates a strong culture; the more employees who share and accept the value of togetherness, the stronger the culture and the larger its influence on behavior Ivancevich et al., (2007). It has been shown by Ghashghaeinia & Hafezi (2015) that organizational culture and OCB are strongly linked. While the results of this study are contradictory to previous research by Jain (2015), considering the findings indicating that organizational culture and organizational culture and behavior (OCB) have a negligible impact. This OCB study is expected to contribute as a mediation to increase effectiveness and productivity to enable organizations to adapt to an ever-changing environment and strengthen communication in teamwork. This research was conducted in the province of Gorontalo to assess its state. Gorontalo is a young province that was just established in 2000. Taking into account the strategic location of the region, which is between Central Sulawesi and North Sulawesi, this condition will probably impact the organizational culture of employees in the Gorontalo Provincial Government, particularly in State Civil Apparatus. Consequently, it is interesting to examine in further depth the application of Organizational Culture, Work Motivation, Employee Performance, and Organizational Citizenship Behavior (OCB) to government employees in the province of Gorontalo.

## **LITERATURE REVIEW**

### ***Work Motivation***

Pintrich & Schunk (2002), "A person's desire to perform, the direction of behavior, the intensity of behavior effort, sustainability, and completion or real achievement can all be explained by the concept of motivation". Prosperity, according to Anogara (2000), can be defined as the goal of providing more goods and services for a greater number of people by dividing rewards by inputs. Luthans (2005), "Employees must take responsibility for their well-being in order to improve their own and the group's overall performance". Motivation is a crucial component of

a productive work environment because it provides a driving force that encourages individuals to collaborate, work efficiently, and combine all of their efforts to achieve satisfaction, (Hasibuan, 2013). As stated by Omollo & Oloko (2015), motivation is essential to a successful organization's ability to maintain its continuity of work while also helping it to thrive and endure. The key to motivating others is to give them the information, tools, and incentives they need to move in the direction you want them to.

### ***Organizational Culture***

Robbins & Judge (2015),” organizational culture is the dominant values disseminated in the organization which is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers”. Cultural patterns of behavior are found in the needs and manifestations of many human groups, as well as in artifacts made by humans themselves. The traditional conceptions of heredity and selection, rooted in associated values, are central to the culture, (Ivancevich et al., 2007). Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 39 of 2012, which lays out guidelines for the improvement of organizational culture, The culture of an organization is also reflected in the way employees accomplish their work and interact with one another. Robbins & Judge (2015), said “Organizational culture is the social adhesive that holds its members together. It would appear that social bonding is required for the organizational power to unify the characteristics of individuals with varied personalities.”. Given that organizational culture is an agreement with members in an organization or company, it makes it easier to create a broader agreement for individual interests.

### ***Employee Performance***

"Performance" describes the accomplishments made in the application of a set of actions or policies aimed at achieving the goals, objectives, vision, and mission of an organization as described by (Moehiriono, 2009). When an individual or group of employees has established criteria for success, this serves as a benchmark that must be established by the organization. The efficiency value associated with the quality of output produced by employees based on several standards previously set by the organization can even be seen from the point of view of performance by emphasizing the level of productivity that shows the ratio of inputs and outputs in the organization based from (Bohlander et al., 2001). Every achievement of organizational goals can be implemented by improving performance. Understanding employee performance is the effort of employee activities in producing output based on directed, organized, and sustainable work development to achieve work substance. Based on the theory of Kaplan & Norton (1996) that demonstrates why the strategic viewpoint on performance measurement systems has been receiving growing attention since the late 1980s. Performance measurement is crucial for today because there are seven key reasons, he said. (1) there are changes in working conditions; (2) increased competition; (3) there are certain development initiatives; (4) the emergence of quality awards both nationally and internationally; (5) changes in organizational roles; (6) changes in external demands; and (7) the power of information technology. Robbins & Judge (2015), state that performance is a function of the interaction between capability, motivation, and opportunity. As a result, performance is influenced by a person's aptitude, drive, and access to resources. Regarding this, the organization's ability to carry out its duties does not stand on its own but is always linked to its basic values, employee work satisfaction, and the degree of rewards it provides. The efficiency value associated with the quality of output produced by employees based on several standards previously set by the organization can even be seen from the point of view of performance by emphasizing the level

of productivity that shows the ratio of inputs and outputs in the organization, (Bohlander et al., 2001).

### ***Organizational Citizenship Behavior***

Later in HR research, individuals are employed as subjects and objects to discover new things that can be used to increase human capabilities. OCB, Organizational Citizenship Behavior is one of the new human characteristics that has been discovered. According to Organ (1998) OCB is defined as the behavior or attitude of workers who exceed the requirements where their formal roles cannot be directly seen in real terms and are recognized by the compensation or reward system which can facilitate the functions of organizational function. According to Organ (1998), Organizational Citizenship Behavior (OCB) is defined as behavior and attitudes that help the organization but cannot be obtained through formal role requirements, contracts, or monetary incentives. OCB involves several behaviors including helping others, volunteering for extra tasks, and being obedient to workplace rules and procedures. Podsakoff et al., (2000) stated, "Performance in an organization can be influenced by OCB, Citizenship behavior can help people work together to improve group performance". Employees who join together to assist one another enable managers to concentrate on more essential concerns. Workers that demonstrate OCB, such as helping others or suggesting new ideas, obtain higher performance ratings, and factors such as job satisfaction and organizational dedication can predict and lead to OCB. According to Luthans (2005), recent research discusses work attitudes that consider loyalty to OCB, the personality that considers OCB services, quality, and relationship context as the basis for employee behavior that focuses on other employees and task obligations. Individuals who make an effective contribution to the organization by doing things outside of their duties as an asset to the organization and a major role in the organization.

### ***Hypothesis Development***

The researcher's goal is to develop a hypothesis for further investigation after gathering theories that might help with the study's implementation. According to this study's research topic and hypothesis reviewed, the following sections contain a hypothesis that will be presented.

### ***The Effects of Motivation at the Workplace on Performance***

Theory by Herzberg, Frederick (1959) highlights the importance of intrinsic and extrinsic motivation for employee performance, which has a direct effect on productivity. Luthans (2005), "noted that a person's success can be influenced more by their intrinsic motivation than their behavior in the workplace can be influenced by their extrinsic drive". Motivation affects employee performance, according to research by Tunggal Wiranti et al., (2011), Nurun Nabi et al., (2017) as well as Irijayanti et al.,(2022), all of whom conducted empirical studies.

**H1:** Motivation affects directly to Employee Performance.

### ***Influence of Organizational Culture on Performance***

According to Robbins & Judge (2015), a company's performance can be boosted by maintaining a positive and supportive work environment. Researchers, Shahzad (2014); Mohamed & Abukar (2013), and Chamariyah et al., (2015) found that organizational culture can improve employee performance. A good organizational culture will add positive value to the smooth performance of the organization (Riani, 2011). Stable organizational performance must be associated with the effectiveness and efficiency of organizational actors in carrying out their duties for the realization of organizational goals.

**H2:** Organizational Culture directly affect Employee Performance.

### ***The Influence of Work Motivation on OCB through Performance***

Based on the idea of motivation from Pintrich & Schunk, (2002), it was said that a person's desire to behave, the direction in which they choose to behave, and the intensity with which they behave are all utilized to explain their conduct. As a result of the flexibility in decision-making that comes with an incentive structure, employee conduct affects the consistency of Organizational Citizenship Behavior (OCB), which is a function of the organization (Organ, 1998). Previous research by Mushtaq et al., (2014) and Mohammadreza Moradi (2015) have shown that motivation is directly linked to OCB and that this relationship may be shown through empirical data (OCB). There is a hypothesis that can be drawn from this information.  
**H3** Work Motivation indirectly effect on OCB.

### ***Organizational Culture has an impact on OCB through Performance***

Sloat (1999) argues, "Organizational culture is the main shaper to improve". The existence of a strong organizational culture is a strategic step for an employee to behave so that the impact on performance increases. Research that examines organizational culture and organizational citizenship behavior (OCB) was conducted by Wandary & Umi Anisah (2015) who found that organizational culture affected OCB. By then, Ghashghaeinia & Hafezi (2015) found that organizational culture and organizational citizenship behavior had a substantial positive association (OCB). According to Nasir et al., (2022) OCB as a whole can boost the organization's effectiveness, and OCB shows this dedication while employees work. In contrast, low levels of organizational citizenship behavior among employees might reduce the likelihood of employee turnover in a company when employees are disgruntled and unsatisfied with it. As a result of the foregoing, we can form the following hypothesis.

**H4:** Organizational Culture indirectly affect OCB.

### ***Effect of Performance on OCB***

Organ, (1998) An employee's action that goes beyond his/her duties but is not expressly recognized by the formal incentive system can be linked to Organizational Citizenship Behavior (OCB). Over and above the call of duty volunteer work is not recognized in any way; rather, it is used to gauge how well an employee is doing his or her job. Another benefit of aligning resources, flexibility, and innovation with an organization's desired behavior is (Turnipseed & Murkison, 1996) Organizational Citizenship Behavior (OCB) and performance have been studied by Chiang & Hsieh (2012); Tunggal Wiranti et al., (2011) and Chamariyah et al., (2015) found that OCB has an impact on performance. Extra-role activity will lead to an increase in productivity when employees work harder than they did before. Research has shown that managers' and managers' performance evaluation judgments are significantly influenced by OCB (Soelton et al., 2020; Harwiki, 2013). Based on what has been said thus far, we can form the following hypothesis.

**H5:** OCB is directly affected by Performance.

A conceptual framework for a study might be developed as a result of the research objectives and the support of earlier researchers. An example of the conceptual framework is shown in the image below.

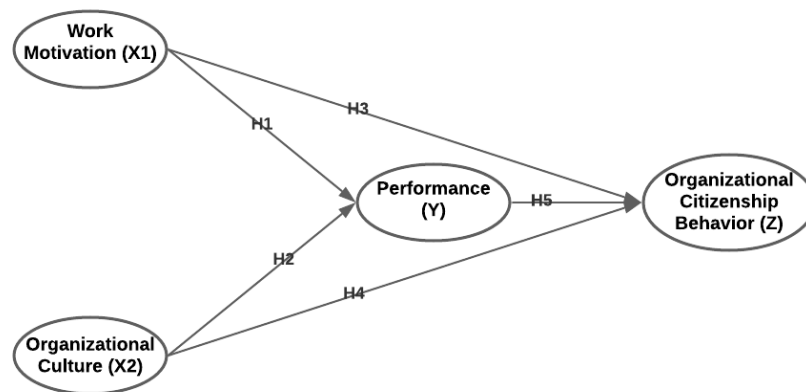


Figure 1. Theoretical Framework

## METHOD

In this study, the population included all civil servants in the Boalemo district of Gorontalo province. In 2016, 2.262 employees had completed at least Bachelor's Degree Education (source: <https://boalemokab.bps.go.id>). The reason for using the sample criteria with a minimum of Bachelor's Degree Education is because the highest number of civil servants recorded at the Boalemo Regency BPS in 2016 is mostly from the Bachelor's Degree Education criteria. While the use of data on the number of employees in 2016 is justified because it is the most recent data available from the bps Boalemo website. Hair et al., (2007) it has been said that the minimum number of research samples necessary to achieve AMOS analysis criteria and requirements is 5-10 times the number of statement items being examined. A minimum of 52 (indicators) x 5 (response rate) = 260 respondents are needed for this study to proceed. A total of 260 data samples were obtained when researchers randomly distributed the questionnaires to various departments and agencies in the Boalema district of Gorontalo province.

Based on Singarimbun & Effendi (2012), "Likert Scale, implies that it is a more systematic way to score the index, a five-point Likert Scale was utilized to create the questionnaire for this study". The sub-indicators of this questionnaire are numbered from 1 to 52. According to the research from Herzberg, Frederick (1959); Greenberg & A. Baron (2003); and Ivancevich et al., (2007), motivation consists of 12 sub-indicators from Ambar & Sulistiyani (2009). According to the research, there are 14 sub-indicators of organizational culture (Robbins & Judge, 2015). There are 15 sub-indicators of employee performance, according to a study by (Bohlander et al., 2001) and (Bernardin & Russel, 2002). According to the research of Organ (1998), the OCB has eleven sub-indicators, also from (Podsakoff et al., 2000).

## RESULTS AND DISCUSSION

### *Statistical Analysis*

The statistic explains some things quite clearly. The average of the variable latent value suggests a high level of employee motivation, a high organizational culture, high employee performance, and a high OCB in Gorontalo's district nation (Table 1 shown).

Table 1. Mean

Variable	Mean	Description
Motivation	4,12	Good
Organizational Culture	4,12	Good
Performance	4,17	Good
OCB	4,05	Good

Source Table 1 : Researcher, 2020

Structural model testing (inner model). A first look at results from measurements rather than detailed structural analysis is recommended (outer model). The validity and reliability tests of the measurement model demonstrate that all variables have passed. The normality test is performed to see if the data under investigation are normally distributed. For normalcy testing, the One-Sample Kolmogorov-Smirnov Test has a significance level of 0.05 or five percent. If the significant value is larger than or equal to 0.05, the data distribution is said to be normal. The data is considered normal if the significance level is less than 0.05.

**Table 2.** Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		236
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,27407423
Most Extreme Differences	Absolute	,097
	Positive	,064
	Negative	-,097
Kolmogorov-Smirnov Z		1,484
Asymp. Sig. (2-tailed)		,025

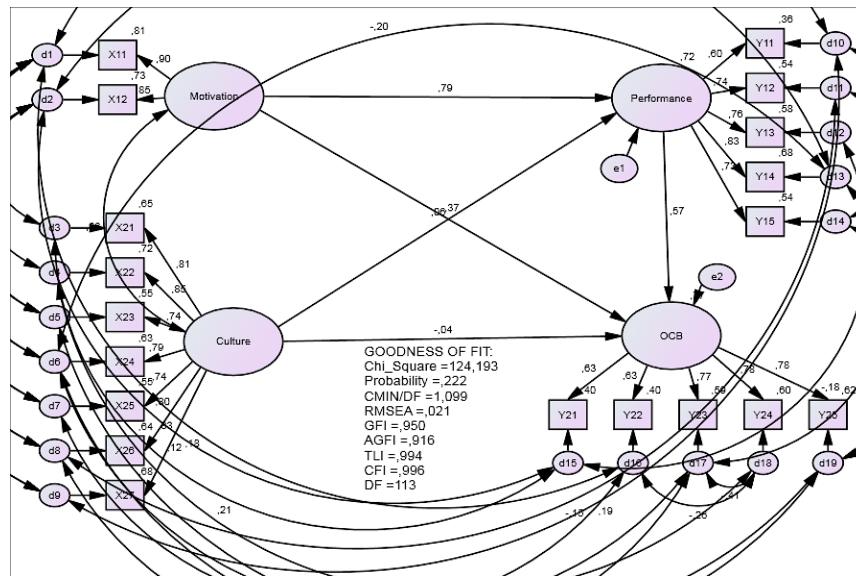
a. Test distribution is Normal.  
 b. Calculated from data.

Source Table 2: Researcher, 2020

Table 2 shows that Kolmogorov Smirnov's value is 1.484, with a significant value of 0.025, according to the findings of the normality test. The data utilized in this study were found to be normally distributed based on the results of these tests, therefore they can be used to continue the investigation. Analysis shows that Chi-Square = 232,912 with 147 df, with a 0.000 probability. It is clear from this Chi-Square result that the model's null hypothesis cannot be accepted, indicating that the model is still unfit. (Hair et al., 2009), Improvements in covariance, variance, and regression weights were all that was needed to fix an initial model that failed Goodness of Fit tests due to its unsuitability for usage with the cut-off values.

To meet the requirements in the Goodness of fit tests which in the (Initial) Model have not been fulfilled, modification indices are carried out, as shown in the following Figure:





**Figure 1.** Structural Equation Model with Parameter Estimator

Goodness of fit examination of the model aims to ensure that the structural model that has been compiled can explain the direction of the relationship and the direction of influence correctly and does not cause estimation bias. The values used to check the goodness of fit model are shown in the following table:

**Table 3.** Size of Goodness of Fit

Models Criteria	Index of Fit Models	Cut-off Value	Description
<b>Chi-square (df =113)</b>	124.193	Below of (< 185.052)	Good
<b>Probability</b>	0.223	≥ 0,05	Good
<b>CMIN/DF</b>	1.10	≤ 2,00	Good
<b>RMSEA</b>	0.02	≤ 0,08	Good
<b>GFI</b>	0.95	≥ 0,90	Good
<b>AGFI</b>	0.91	≥ 0,90	Good
<b>TLI</b>	0.99	≥ 0,95	Good
<b>CFI</b>	0.99	≥ 0,95	Good

Source Table 3: Researcher, 2020

As indicated in the table, the final model passed the Goodness of Fit tests, namely its suitability with the cut-off value, because of the nine existing model suitability criteria, the model above passed seven out of eight model suitability criteria after the Modification Indices were completed. Using structural model appropriateness analysis results, a relationship between latent variables and hypothesis testing were analyzed to determine the significance of the causal relationship between the postulated latent variables, as shown in the following table.

**Table 4.** Hypothesis Testing and Path Coefficient Value

HIP	Variables	P-Value	Direct Effect	Indirect Effect	Total Effect	Description	
	<b>Independent Var.</b>	<b>Dependent Var.</b>					
1	Motivation	Performance	0,000	0,792	0,000	0,792	Positive and Significant
2	Organizational culture	Performance	0,676	0,062	0,000	0,062	Positive and Not Significant

3	Motivation	OCB	0,024	0,000	0,374	0,374	Positive and Significant
4	Organizational culture	OCB	0,751	0,000	-0,040	-0,040	Negative but <b>Not Significant</b>
5	Performance	OCB	0,000	0,573	0,000	0,573	Positive and Significant

Source Table 4: Researcher, 2020

Using the AMOS SEM tool, it was determined that the influence of motivation has a positive and statistically significant effect on the performance of government employees in Boalemo, Gorontalo Province, with a direct value of 0.792% and a P-value less than 0.05. This demonstrates that a 0.792-point improvement in employee performance will follow an increase in employee motivation.

In table 4, the influence of corporate culture on employee performance is shown to be beneficial, although not accompanied by significant values. The P-Value of 0.676, which is larger than 0.05, indicates this. Therefore, regardless of the effect of organizational culture, the performance of Gorontalo provincial government employees will not be affected.

Based on indirect testing through the Employee Performance variable, the results from the Motivation variable indicate that this variable is capable of influencing OCB. Table 4 reveals that Work Motivation is 0.374 and P-Value is 0.024, indicating a positive and statistically significant influence. This indicates that the influence of work motivation might indirectly boost OCB if its value is increased through employee performance.

Through employee performance, organizational culture influences organizational citizenship behavior. Table 4 demonstrates that the value is negative but not statistically significant. So that changes, both positive and negative, in Organizational Culture do not affect OCB through Employee Performance.

The direct influence of employee performance on OCB, employee performance previously influenced by work motivation and organizational culture, is capable of influencing OCB, as evidenced by a value of 0.573 and a P-Value of 0.000. Therefore, if performance improves, the OCB for government employees in Gorontalo Province will also increase.

## DISCUSSION

It's important to note that this discussion focuses on the outcomes of hypothesis testing to address research questions. Following are the results of a SEM AMOS statistical data processing analysis.

Motivation in this study consists of several indicators of work motivation statements including extrinsic motivation and intrinsic motivation which have 7 aspects of salary and wage indicators, job security, working environmental conditions, recognition and rewards, career development, work nature, and job responsibilities, as well as appropriate factors. with work. Based on the results of the path analysis of the inner model, shows that this variable can contribute to employee performance. Research with similar results was conducted by (Tunggal Wiranti et al., 2011); (Azar, M., & Shafighi, A. A., 2013); (Nurun Nabi et al., 2017); and (Nasir & Syahnur, 2021). Studies show a strong link between work motivation and job performance, with the latter being significantly impacted by the former. In this study, the relationship between work motivation and employee performance was found to be positive and substantial, which suggests that if an employee's job motivation improves, their performance will likewise improve. Workers, according to the theory put forth by Luthans (2005), must self-motivate to

obtain job satisfaction, which has an impact on good performance both individually and collectively. While Rivai (2011) believes that a person's motivation and abilities affect their performance, it is essential to maximize staff performance to fulfill the company's objectives. According to this study, organizational culture includes several statement indication items, such as innovation and risk-taking, attention to detail, results from orientation, people-oriented, team-oriented, and aggressive/stable. Referring to the inner path analysis model shows that organizational culture cannot contribute to employee performance. The findings of this investigation support those of the previous investigation (Balthazard et al., 2006). According to, the culture of an organization does not affect its performance (Chamariyah et al., 2015). Organizational culture has different effects on the behavior of its members, with some having a major influence and others having a little bit of influence, as suggested by the findings of (Robbins & Judge, 2015). The results of research in the field are not in line with research findings from Soelton et al., (2021); Shahzad (2014); Mohamed & Abukar (2013); and Harwiki, (2013) who found that organizational culture was able to improve employee performance. One of the reasons is the lack of organizational culture on employee performance due to the lack of teamwork carried out by employees who work in a team dealing with problems that are considered complicated. Every employee is expected to observe and analyze each activity in detail, by paying attention to an institution so that when carrying out an activity it is carried out in detail and systematically, but this has not been able to show good performance improvement. performance, due to unclear rules and objectives in achieving organizational goals and achievements in the organization. According to the results of this study, the expected relationship between organizational culture and employee performance has not been established. The effects of the study were positive but not statistically significant. This demonstrates that the Gorontalo provincial government office's organizational culture is incapable of enhancing the performance of its personnel. The result is sub-optimal performance because the implementation of organizational culture is equally sub-optimal.

OCB or Organizational Citizenship Behaviour is discussed in this study using different indicators of claims regarding work motivation, including extrinsic and intrinsic motivation. While Organizational Citizenship Behaviour (OCB) in this research is translated into indicators of the statement of being concerned with others, policy behavior, being careful, politeness, and an attitude of not complaining. The results of the hypothesis test found that work motivation was able to increase Organizational Citizenship Behaviour (OCB). This condition supports the results of research conducted by Mushtaq et al., (2014) and Mohammadreza Moradi (2015) the results presented in this study tested the effect of motivation on employee OCB with significant positive results. The findings of this study support what is expressed by Pintrich & Schunk (2002) It is stated that the idea of motivation is utilized to explain the desire to behave, the direction of behavior, the intensity of behavior, and the completion or performance of tasks. The same thing is supported by Herzberg, Frederick (1959) or hygiene theory which assumes that one group consists of two factors, namely intrinsic and extrinsic motivators that can provide a high level of motivation aimed at avoiding labor dissatisfaction.

As stated in this study's organizational culture statements, Organizational Citizenship Behaviour (OCB) is influenced by factors such as innovation and risk-taking; value attention; result orientation; people orientation; team orientation; aggression; stability; and aggression and stability. Organizational culture factors can be known based on respondents' assessments of organizational culture variables if the majority of respondents believe they are good at work but have not been implemented adequately. Based on the path analysis model, the inner model shows that organizational culture does not contribute to Organizational Citizenship Behaviour (OCB). There is a significant positive correlation between organizational culture and

organizational citizenship behavior according to (Soelton et al, 2021; Harwiki, 2013; Ghashghaenia & Hafezi, 2015; and Wandary & Umi Anisah, 2015). This study's results are supported by those of Sloat (1999), who concluded that corporate culture has a substantial influence on the rise of corporate citizenship activities.

OCB's profitability is positively correlated with the quality of the company's employees, according to hypothesis testing. As employees carry out their responsibilities within the company, they exhibit behavior that is defined by their function as members of the team. Earlier research from Mahendra (2009) that looked at the impact of employee performance, organizational commitment, and the work environment on employee organizational citizenship behavior is corroborated by the current findings on this subject (OCB). According to Budiar (2004) OCB is characterized by the qualities of voluntary activity (extra-role behavior) not included in the job description, helpful behavior, and behavior that cannot be easily seen and measured through performance evaluations.

In a study by Luthans (2005) work attitudes that consider OCB loyalty, personality that considers OCB services, quality, and relationship context as the foundation for employee conduct that focuses on other employees and task obligations are discussed. Moreover, Organizational Citizenship Behaviour (OCB) demonstrated by employees to date has been able to produce performance in accordance with organizational goals; OCB can increase both organizational performance and employee performance.

## CONCLUSION

Motivation directly affects employee performance. These results can be explained that the work motivation that has been used so far is intrinsic so that it can provide encouragement and can provide inspiration for all employees in improving performance. Organizational culture does not directly affect employee performance, and the organizational culture used so far is still result-oriented which has not been implemented properly. As OCB is directly linked to motivation, employees who are intrinsically motivated have a greater impact on it because they exhibit more responsible attitudes while at work than those who aren't. Organizational Culture Behavior is unaffected by organizational culture (OCB).

On OCB employees, it appears that result orientation is the weakest point, the results indicate that this is not being implemented effectively in creating work. Organizational Citizenship Behavior (OCB) has a strong association with employees' contributions to the success of their work, and employee performance has a direct impact on OCB. This is because Organizational Citizenship Behavior (OCB) can encompass the attitudes and behaviors of multiple employees inside an organization. The effect of job motivation on Organizational Citizenship Behavior is fully mediated by employee performance (OCB). In the meantime, they are unable to fully mediate the effects of organizational culture on OCB and the role it plays in mediating employee performance. When it comes to improving their performance and taking responsibility for their work, individuals who aren't motivated by a strong corporate culture appear to be doing it at a subpar level.

### *Managerial Implication*

The studied findings can be implemented by the Gorontalo Provincial Government Office as a guide for establishing Human Resources (HR) with the potential to drive organizational behavior improvement so that employees are excited about their work. It is possible to increase employee performance on a regular and continuous basis to enhance OCB. The use of OCB by all employees through Work Motivation yields positive effects; thus, leaders must be able to

manage this phenomenon and utilize it as a basis for policy decisions to encourage and motivate employees more positively.

### ***Theoretical Implications***

Work motivation and employee performance as measured by direct test results on OCB demonstrate a positive and statistical significance impact. The findings of this study enhance theoretical concepts as well as prior research and provide theoretical support, namely that the more an employee's motivation and performance, the higher the impact on increasing employee OCB. The performance of employees has not been able to mediate the impact of organizational culture on OCB. Performance can mediate the relationship between work motivation and OCB. This indicates that the stronger OCB, which is supported by good employee motivation and good performance, will also allow employees to participate in more positive views toward work behavior. It is predicted that future studies will raise the degree of research contribution to the existing discussion and OCB literature, particularly in the public service area, and clarify the connection between workplace culture and OCB.

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