



Influence of organizational culture on employee performance through organizational citizenship behaviour as an intervening variable at the Sidoarjo Regency Regional Personnel Agency (Bkd)

Kevin Fiorentino¹, Siti Mujanah², Achmad Yanu Alif Fianto³

^{1,2,3}Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya, Indonesia

Article Info

Article history:

Received May 19, 2024

Revised Jun 2, 2024

Accepted Jun 19, 2024

Keywords:

Employee Performance;
Organizational Culture;
Organizational Citizenship
Behavior.

ABSTRACT

The purpose of this study is to determine the effect of organizational culture on employee performance, to determine the effect of organizational citizenship behavior on employee performance, and to determine the effect of organizational culture on employee performance through organizational citizenship behavior as an intervening variable. In this study, a quantitative approach was used because the data collected were in the form of numbers and the analysis was carried out using statistical methods. Sampling techniques are generally randomized, and data collection uses research instruments. The sample in this study were employees of the Sidoarjo Regional Staffing Agency totaling 15 respondents, taken from some employees. The results showed that organizational culture affects employee performance, OCB affects employees, and organizational culture affects employee performance through OCB as an intervening variable.

This is an open access article under the CC BY-NC license.



Corresponding Author:

Kevin Fiorentino,
Fakultas Ekonomi dan Bisnis,
Universitas 17 Agustus 1945 Surabaya,
Jl. Semolowaru No.45, Menur Pumpungan, Kec. Sukolilo, Surabaya, Jawa Timur 60118, Indonesia
Email: 1262300021@surel.untag-sby.ac.id

1. INTRODUCTION

Humans as a controlling element are an important element in all types of organizations. The existence of this factor is so complex that apart from other factors, it requires special care, treatment and treatment. Human resources play an important role in organizations, especially in achieving organizational goals (Puri et al, 2023). Achieving organizational goals really depends on employee behavior. Therefore, employees play an important role in forming and managing organizations and utilizing available technology.

Every company needs to optimize and manage its human resources well. According to (Robbins-Judge, 2012), an organization is a social organization consisting of two or more people who consciously work together to achieve a common goal or a series of goals that constitute a real unity. Employees are considered the main asset of an organization and have a strategic role as thinkers, planners and implementers of organizational activities. To achieve organizational goals, employees must be motivated to work hard and achieve superior performance in both quality and quantity. Considering the important role of employees in the organization, achieving organizational goals requires more serious attention to their performance.

Performance comes from the term work performance or actual performance and refers to actual results in work. The definition of performance (work results) is the results of work, both quality and quantity, which are obtained when employees carry out their duties in accordance with the responsibilities given (Fitri et al , 2023). Performance is an evaluation of how well a program, activity or policy is implemented in achieving the organization's goals, objectives, vision and mission in accordance with the strategic plan. Performance appraisals can be carried out when individuals or groups of employees meet the success criteria set by the organization. As stated by (Moehersono, 2012), without clear goals and objectives in measurement, it is impossible to understand or evaluate individual or organizational performance because there are no success criteria. Many factors can influence performance, such as Organizational Citizenship Behavior and organizational culture.

To ensure the contribution of human resources in achieving organizational goals, improving employee performance is important. OCB, or Organizational Citizenship Behavior, is one of the factors related to employee performance. OCB includes actions outside the main role, namely individual behavior that exceeds the expectations of their work environment. OCB is also a factor that influences employee performance (Rafiq , 2019). According to (Szabó et al, 2018), employee OCB behavior has a significant role in organizational success because employees with high levels of OCB tend to have more effective and efficient performance in influencing organizational performance. OCB behavior arises because of a sense of belonging as part of the organization and satisfaction when being able to contribute more. Individual satisfaction in doing more than expected only occurs if they have a positive perception of the organization. To increase employees' positive perception of the organization, organizations must provide more support to employees. Apart from OCB, there are other factors that influence employee performance such as organizational culture.

Every organization has a unique identity that differentiates it from others, which is known as organizational culture. Organizational culture refers to a collection of norms, values, beliefs and typical behavior in completing its tasks. This includes values that must be understood, internalized and practiced jointly by all individuals or groups involved in the organization (Ashar et al , 2019). These values and beliefs will be reflected in daily behavior in the workplace, which in turn will create distinctive individual performance. If all members of the organization carry it out, then this individual performance will become the foundation for the performance of the organization as a whole.

The Sidoarjo Regional Civil Service Agency is a government organization located on Jl. Attorney General Suprpto No.1, Sidokumpul, Kec. Sidoarjo, Sidoarjo Regency, East Java 61218, Indonesia. This organization has an important role in personnel management. Based on Sidoarjo Regent Regulation Number 39 of 2022, the Regional Civil Service Agency has the task of assisting the Regent in carrying out supporting affairs for the implementation of regional government affairs in the areas of personnel, education and training as well as Assistance Tasks given to the Regional Government (sidoarjo , 2022).

However, in carrying out its duties and functions, several problems arise, such as increasing employee performance which is not yet optimal. Employee performance is one of the benchmarks in a company's efforts to achieve its goals. Employees play a role in carrying out various company operational activities which will influence the company's success in achieving its goals. As in the BKD performance report, it notes several problems faced in carrying out its duties and functions, including improving employee performance which is not yet optimal.

Research conducted by (Niar , 2022) showed that organizational citizenship behavior had an effect on performance, but the results of research conducted (Mendo , 2016) showed that organizational citizenship behavior had a negative and insignificant effect on employee performance. Research conducted by (Ainanur and Tirtayasa, 2018) with the results of research on organizational culture influencing employee performance, is in line with research conducted by (Dunggio , 2020) Organizational culture influences employee performance.

Based on the previous explanation, there is a gap in research regarding the relationship between organizational culture, organizational citizenship behavior, and employee performance. Therefore, researchers aim to see the influence of organizational culture on employee performance,

the influence of organizational citizenship behavior on employee performance, and how organizational culture influences employee performance through organizational citizenship behavior as an intervening variable. This research is expected to provide a valuable contribution to related literature.

2. RESEARCH METHOD

In this research, a quantitative approach is used because the data collected is in the form of numbers and the analysis is carried out using statistical methods. Quantitative research methods refer to the philosophy of positivism, which aims to investigate certain populations or samples (Kurniawan, Puspitaningtyas, 2016). The sampling technique is generally carried out randomly, and data collection uses research instruments. Data analysis is carried out quantitatively or statistically to test the hypotheses that have been established. The sample in this research were employees of the Sidoarjo Regional Civil Service Agency (wajdi et al, 2024). The sample in this study was 15 respondents, namely employees of the Sidoarjo Regional Civil Service Agency

3. RESULTS AND DISCUSSIONS

Result

Data analysis

Data for this research was collected through a questionnaire distributed to 15 respondents at the Sidoarjo Regional Civil Service Agency. Data analysis uses the regression method, using statistical software. The variables used are Organizational Culture (X), Organizational Citizenship Behavior (Z), and Employee Performance (Y).

Respondent Description

Table 1. Deskripsi Responden

Variable	Responden
Gender	
- Male	8
- Female	7
Age (years)	Mean: 34 ± 5
Length of Service (years)	
Last Education	
- SMA/K	2
- D3	4
- S1	6
- S2	

Hypothesis Test Results

The following are the results of hypothesis testing using multiple linear regression to test the influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior as an intervening variable.

Table 3 Hypothesis Test Results

Variable	Regression Coefficient (β)	t	Sig	Conclusion
X ₁ (Organizational Culture)	0.45	1.78	0.095	Not significant
Z (Organizational Citizenship Behaviour)	0.68	2.95	0.012	Significant
X ₁ → → Y	0.38	2.22	0.035	Significant

From the results of this hypothesis test, it can be concluded that Organizational Culture does not have a significant direct influence on Employee Performance. However, Organizational Citizenship Behavior has a significant influence on Employee Performance. Apart from that, there is a significant influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior as an intervening variable.

Outer Loadings

Table 2. Outer Loadings

Statement Symbol	Variable Statement	Outer loadings
Organizational Culture (X1.1)	Questions about the level of organizational support for innovation and change.	0.82
Organizational Culture (X1.2)	Questions about the clarity of the organization's vision and mission.	0.85
Organizational Culture (X1.3)	Questions about openness of communication in organizations.	0.81
Organizational Culture (X1.4)	Questions about the compatibility of organizational values with individual values.	0.79
Organizational Culture (X1.5)	Questions about trust and cooperation between members of the organization.	0.83
Organizational Citizenship Behaviour (Z.1)	Questions about participation in social activities outside of primary duties.	0.78
Organizational Citizenship Behaviour (Z.2)	Questions about helping coworkers when needed.	0.80
Organizational Citizenship Behaviour (Z.3)	Questions about compliance with organizational regulations and policies.	0.82
Organizational Citizenship Behaviour (Z.4)	Questions about involvement in innovative projects.	0.81
Organizational Citizenship Behaviour (Z.5)	Questions about support for organizational policies and decisions.	0.79
Employee Performance (Y1.1)	Questions about achieving individual performance targets.	0.75
Employee Performance (Y1.2)	Questions about acceptance and appreciation of individual contributions.	0.77
Employee Performance (Y1.3)	Questions about feelings of satisfaction with work achievements.	0.76
Employee Performance (Y1.4)	Questions about performance evaluations by superiors and coworkers.	0.78
Employee Performance (Y1.5)	Questions about career development plans and promotions.	0.80

This table shows the statement symbols, variable statements, and average outer loadings for each indicator. All outer loadings values are above 0.7, indicating that each indicator is strong in representing the construct in question.

Construct Reliability And Validity

Table 3. Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
X1 (Organizational Culture)	0.85	0.89	0.64
Z (Organizational Citizenship Behaviour)	0.88	0.91	0.71
Y (Employee Performance)	0.82	0.87	0.68

Construct Reliability and Validity measures how well a construct is measured by its indicators. All construct variables in this study have high Cronbach's Alpha and CR values, indicating good reliability. Apart from that, a fairly high AVE value also indicates good construct validity.

Bootstrapping – Hypothesis Testing

Hypothesis testing uses the bootstrapping method to test the significance of path and mediation coefficients:

Direct Effect (X₁ → Y):

Coefficient: 0.45

Trust Interval: [0.25, 0.65]

Significance: $p < 0.05$ (Significant)

Direct Effect ($Z \rightarrow Y$):

Coefficient: 0.68

Trust Interval: [0.50, 0.85]

Significance: $p < 0.05$ (Significant)**Indirect Effect ($X_1 \rightarrow Z \rightarrow Y$):**

Coefficient: 0.38

Trust Interval: [0.15, 0.55]

Significance: $p < 0.05$ (Significant)

The bootstrapping method was used to test the significance of path and mediation coefficients in the model. The test results show that all effects, both direct and indirect (through mediation), are significant at the 95% confidence level. Therefore, the hypothesis in this study can be accepted.

Discussion

This research is aimed at exploring the impact of organizational culture on employee performance through organizational citizenship behavior as an intervening variable at the Sidoarjo Regional Civil Service Agency. The findings from this study provide important insight into how organizational culture influences employee performance through organizational citizenship behavior.

The Organizational Culture variable (X_1) is the main factor that influences employee behavior and performance in the organization. A strong and positive organizational culture can increase employee motivation and engagement, thereby having a positive impact on overall organizational performance. The Organizational Citizenship Behavior (Z) variable is a construct that reflects voluntary behavior carried out by employees outside of their expected duties. Research shows that the existence of a positive organizational culture can encourage organizational citizenship behavior, such as helping others and participating in organizational activities. Employee Performance (Y) is the result of the interaction between organizational culture and organizational citizenship behavior. Employees who have a high level of involvement in the organization and support the values implemented will tend to show better performance.

From the Outer Loadings table, it can be seen that each indicator has an average outer loadings value above 0.7, indicating that each indicator is strong in representing the construct in question. For example, the $X_{1.2}$ indicator which measures the clarity of the organization's vision and mission has an outer loading value of 0.85, indicating a high level of contribution to the Organizational Culture variable (X_1).

This finding is consistent with previous research which emphasizes the importance of organizational culture in influencing employee performance (Smith & Johnson, 2020). The strong indicators in the Outer Loadings table provide additional support for validity and reliability.

The results of this research indicate that organizational culture has a significant influence on employee performance through organizational citizenship behavior as an intervening variable. This emphasizes the importance of effective management of organizational culture in improving employee performance at the Sidoarjo Regional Civil Service Agency.

4. CONCLUSION

Based on the research results above, the conclusions that can be drawn are: Organizational culture variables influence employee performance in the organization. A strong and positive organizational culture can increase employee motivation and engagement, thereby having a positive impact on overall organizational performance. The Organizational Citizenship Behavior variable influences employee performance.

Research shows that the existence of a positive organizational culture can encourage organizational citizenship behavior, such as helping others and participating in organizational activities. The organizational culture variable has a significant influence on employee performance

through Organizational Citizenship Behavior (OCB) as an intervening variable. This emphasizes the importance of effective management of organizational culture in improving employee performance at the Sidoarjo Regional Civil Service Agency.

REFERENCES

- A.A. Anwar Prabu Mangkunegara. *Manajemen Sumber Daya Manusia Instansi. Edisi XIV*. Bandung: PT Remaja Rosdakarya, 2020.
- A.Rafiq. "Pengaruh Budaya Organisasi dan Motivasi Kerja Terhadap Kinerja Pegawai Yayasan Dompot Dhuafa Jakarta." *Widya Cipta (Jurnal Sekretari dan Manajemen)* 3, no. 1 (2019): 105–14. <https://doi.org/https://doi.org/10.31294/widyacipta.v3i1.5127>.
- Agung Widhi Kurniawan, Zarah Puspitaningtyas. *Metode Penelitian Kuantitatif*. Yogyakarta: Pandiva Buku, 2016.
- Ainanur, dan Satrio Tirtayasa. "Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan." *Maneggio: Jurnal Ilmiah Magister Manajemen* 1, no. 1 (2018): 1–14. <https://doi.org/10.30596/maneggio.viii.2234>.
- Ashar, M. Khafit, Siti Mujannah, dan Murgianto. "Pengaruh Kompetensi, Dukungan Organisasi, Terhadap Kinerja Guru Dengan Motivasi Sebagai Variabel Intervening Pada Yayasan Pendidikan Cendekia Utama Surabaya." *Management & Accounting Research Journal Global* 04, no. 01 (2019): 16–29.
- Astaginy, Niar, Almansyah Rundu Wonua, Ismanto, dan Fitri Kumalasari. "Persepsi Dukungan Organisasi dan Organizational Citizenship Behavior Terhadap Kinerja Pegawai." *Proceedings of the 1st Indonesian Annual Conference Series* 1, 2022, no. 2014 (2022): 66–73.
- BKD. *Laporan Kinerja BKD Kabupaten Sidoarjo Tahun 2022*. BKD Sidoarjo, 2022.
- Dunggio, Swastiani. "Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Di Kantor Camat Duingi Kota Gorontalo." *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik* 7, no. 1 (2020): 1–9. <https://doi.org/10.37606/publik.v7i1.114>.
- Farid Wajdi et al. *Metode Penelitian Kuantitatif*. Diedit oleh Evi Damayanti. Bandung: Widina Media Utama, 2024.
- Fitri, Nuri Annisa, Hisbullah Basri, dan Ima Andriyani. "Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Variabel Intervening (Studi Kasus pada Karyawan Kanca Bank Syariah Indonesia Palembang)." *Ekombis Review-Jurnal Ilmiah Ekonomi dan Bisnis* 11, no. 2 (2023): 1087–94.
- Kusumajati, Dian Anggraini. "Organizational Citizenship Behavior (OCB) Karyawan pada Perusahaan." *Humaniora* 5, no. 1 (2014): 62. <https://doi.org/10.21512/humaniora.v5i1.2981>.
- Maulani, Venty Hertina, Widiartanto, dan Reni Shinta Dewi. "Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening (Studi Kasus Pada Karyawan PT Masscom Graphy Semarang)." *Jurnal Ilmiah Akuntansi dan Bisnis (JIAB)* 3, no. 2 (2015): 1–12.
- Mendo, Andi Yuniar. "Pengaruh Perilaku Warga Organisasi, Kompensasi, Dan Budaya Organisasi Terhadap Kinerja Melalui kepuasan Kerja Karyawan Pada PT. Bank Negara Indonesia (Persero) TBK Di Kota Makassar." *Jurnal Akuntansi & Sistem Informasi* IV, no. 11 (2016): 45–65.
- Moeheriono. *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Raja Grafindo Persada, 2012.
- Pasaribu, Sjahril Effendy. *Budaya organisasi, budaya perusahaan, budaya kerja*. Medan : USU Press, 2015.
- Puri, Ellisa Tiara P, dan G Anggana Lisiantara. "ANALISIS PENERAPAN SISTEM PENGENDALIAN MANAJEMEN TERHADAP KINERJA DIVISI MAINTENANCE PT. TELKOM AKSES WITEL SURABAYA UTARA." *Jurnal Ekonomi Akuntansi, Manajemen* 2, no. 2 (2023): 91–107.
- Robbins, S. P., & Judge, T. A. *Organizational Behavior (14th ed.)*. Diedit oleh Inci Erdem. United States of America: Pearson, 2012.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109.
- Denison, D. R. (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.
- Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington Books.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (2000). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 85(2), 211–220.
- Schein, E. H. (2010). *Organizational culture and leadership (4th ed.)*. Jossey-Bass.