

Motivation Role in Mediating the Effect of Work Culture and Organizational Citizenship Behavior on Performance



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ABSTRACT: The work system in MSME centers is not like in companies, and this attracts researchers to explore related work culture, OCB, motivation and performance. This study aims to determine the effect of work culture and OCB on Performance, with Motivation as an intervening variable. The research was conducted at the Samudera Keset UMKM center workforce in Pasuruan district, East Java, Indonesia. This research uses a quantitative approach with explanatory research. A sample of 80 respondents. The sampling technique is saturated. The data collection technique is a questionnaire with a Likert scale. Test the data instrument using the validity test and reliability test. Classical assumption test with normality test and multicollinearity test, and hypothesis test. Analysis of research data using Path analysis with SmartPLS software. The study results are that work culture has an effect on Performance, OCB has no effect on Performance, Motivation has no effect on Performance, and Motivation is unable to mediate the relationship between workplace culture and OCB on Performance.

KEYWORDS: Work Culture, OCB, Motivation, Performance

I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) is a general term in the financial world that refers to productive economic enterprises owned by individuals or business entities following the criteria stipulated by Law no. 20 of 2008. Meanwhile, according to the Regulation of the Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 23 of 2005, SME Centers are business activity centers in certain areas/locations where there are MSMEs that use the same raw materials/facilities, produce the same products/ similar type and has prospects to be developed to become an integral part of the cluster and as an entry point for cluster development efforts. The Samudra UMKM Center for Doormats is a collection of MSMEs that manage creative businesses, producing doormats manually. Furthermore, doing them in their respective homes. The Samudera UMKM Center for Doormats has various types of mats that are produced every day. MSME centers are located in Damarjati Village, Sukorejo District, and in Gamoh Hamlet, Dayurejo Village, Prigen District, Pasuruan, East Java.

The Samudera UMKM Center for Doormats started with one family UMKM which carried out the production process and only produced one type of doormat. However, as time passes, interest in the doormats for UMKM Samudera Mat products has increased. Thus, to meet consumer needs, the people around them began to be invited and taught how to make doormats manually. The working system is that UMKM Samudera Doormat appoints one coordinator to monitor the process of making doormats at each home. The coordinator will provide training persuasively and door-to-door to people who are just joining. The coordinator is also in charge of dividing the types of mats that must be worked. Usually, per person is given a target of 50 mats. The types of doormats at the Samudera UMKM Center are towel-mats, rainbow doormats, diamond doormats, pearl doormats, oval doormats, and knitted pearl doormats. With various types of mats, you will need many materials. In supplying production materials, Samudera Mat UMKM imports materials from Bandung and Semarang, which are sent directly to the production site. The coordinator will provide doormat materials to other UMKM, and then after they become doormats, they will be deposited with UMKM Samudera Mat for distribution and marketing.

The Samudera Keset UMKM Center can develop because it implements a good work culture and prioritizes the family system. The family system or often referred to as Organizational Citizenship Behavior (OCB). According to Podsakoff et al. (2000), OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but, in the aggregate, increases organizational effectiveness. The Performance of each person or MSMEs is needed to maintain production

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stability. According to Robbins & Judge (2009), Performance is a function of the interaction between ability and Motivation. In the study of employee or employee performance management, some things require important consideration because the individual Performance of an employee in an organization is part of organizational Performance and can determine the Performance of the organization. The success or failure of employee performance that the organization has achieved will be influenced by the level of Performance of employees individually or in groups. The better the individual Performance in a company. Greater the company's mobility, and vice versa, the lower the individual Performance, the lower the company's mobility.

Based on research conducted by Strengers et al. (2022), Aboraman et al. (2020), and Silwal (2022) states that culture influences performance. Sitio (2021), Ridwan et al. (2020), and Sari (2016) state that OCB affects Performance. Silva & Rosa (2022), Adiguzel & Cakir (2022), Kimura et al. (2019), and Bhawana & Kalia (2021) state that motivation influences performance. Sari (2016), and Permana & Murjanah (2019), stated that Motivation and organizational culture have a positive and significant effect on employee performance. Dharma (2018) states that Motivation influences OCB and Performance. However, it is different from research conducted by Dhermawan et al. (2012) and Parmin (2015), stating that work motivation has no significant effect on employee performance, and research conducted by Girsang (2019) states that organizational culture has no significant effect on employee performance. Apridar (2018) states that Motivation does not affect OCB. Alhashedi et al. (2021) stated that OCB could not mediate Performance and Motivation. Organizational culture consists of two words "culture" and "organization." Organizational culture is an invisible (abstract) social force that can move people to carry out work activities. This study needs to be investigated because the work culture at the Samudera Keset MSME Center coexists with OCB. Researchers also want to know whether Motivation can indirectly influence culture and OCB on Performance..

II. LITERATURE REVIEW

A. Performance

The definition of Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly (Donnelly, Gibson, and Ivancevich, 1997). According to Afandi (2018), Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. According to Robbins & Judge (2016), performance indicators are tools for measuring the extent to which employee performance is achieved. Following are some indicators to measure employee performance: (1) Quality of Work; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence.

B. Organizational Culture

According to Robbins & Judge (2016), organizational culture is a system with a meaning that is shared and embraced by its members to distinguish the organization from other organizations. Meanwhile, Kreitner & Kinicki (2014) states that organizational culture is a set of assumptions that are shared and implicitly accepted for granted by one group that determines how it is felt, thought about, and reacts to a diverse environment. According to Zahriyah (2015), indicators of organizational culture can be measured by norms, dominant values, rules, and organizational climate.

In the correlation of organizational culture variables to Performance, several previous research findings that describe the relationship between the two were found. The research of Tong & Santoso (2022), Fachril & Wulansari (2022) found that organizational culture has a significant positive effect on employee performance. In this study, it is explained that organizational culture is not only an obligation to be committed to the company but as a belief held by employees and must be implemented properly as an identity and value of self-confidence at work. So the hypothesis in this study are:

H1: Organizational Culture has a significant effect on Performance

C. Organizational Citizenship Behavior

Johns (1996) in Budiharjo (2011) argued that OCB has the characteristics of voluntary behavior (extra-role behavior) that is not included in the job description, behavior without any goals or orders from someone, helpful behavior, and behavior that is not easily seen or can be assessed through evaluation through employee performance. There are five OCB indicators, according to Organ (1988), namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue.

Previous findings reveal that OCB has a positive and significant relationship with Dharma's Performance (2018). In addition, according to Sitio (2021) and Sari (2016), it is stated that every worker who has a high OCB will improve their Performance at work. So the hypothesis in this study is:

H2: OCB has a significant effect on Performance

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D. Motivation

According to Hasibuan (2005), Motivation is important because it causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. Motivation is a very important aspect in determining employee performance. Motivation is a theoretical concept for an activity influenced by one's perceptions and behavior to change an unsatisfactory or unpleasant situation. As a motivational figure as a flow of humanism, Maslow stated that hierarchically all human needs are patent to humans. These needs include physiological needs (food and clothing), security needs (free from danger), social needs, self-esteem needs, and self-actualization needs (Hamzah, 2007). Afandi (2018) mentions several indicators of Motivation, namely remuneration, working conditions, facilities, work performance, and recognition from superiors.

Research conducted by Al-Hawary & Banat (2017) found that material and non-material Motivation significantly impacts employee performance. These results are supported by the research of Paais & Pattiruhu (2020), which found that Motivation has a positive and significant effect on employee performance. This study also stated that employees are a valuable asset that companies, or organizations must maintain because employees are the spearhead of the production process. So the hypothesis in this study is:

H3: Motivation has a significant effect on Performance

H4: Motivation can be a mediator between culture and OCB on Performance.

Based on the studies and hypotheses that have been submitted, the research model the framework can be explained in Figure 1 below:

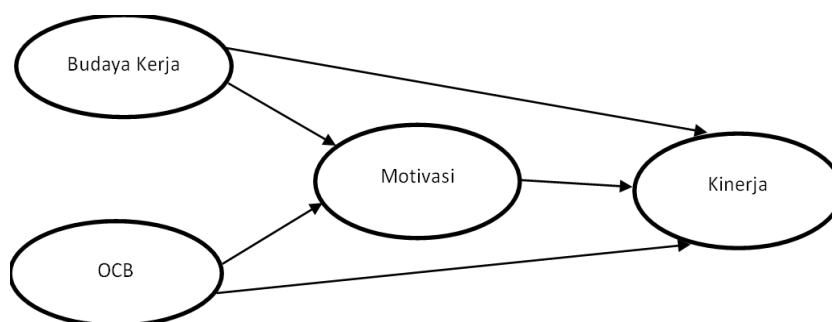


Figure 1. Research Model

III. METHOD

This research is quantitative research with explanatory research. The research was conducted at the UMKM center, Prigen District, Pasuruan Regency, East Java. A population of 80 people and used as a sample in this study. The sampling technique is saturated sampling. The technique of collecting data is a questionnaire with a Likert scale. The data instrument test uses validity and reliability tests. Classical assumption test with normality test and multicollinearity test, and hypothesis testing. Analysis of research data using Path analysis with SmartPLS software.

IV. RESULT AND DISCUSSION

A. Descriptive Analysis

Data analysis using the Structural Equation Modeling method begins with forming the outer model. The formation of this outer model is part of identifying whether the indicators used are valid and reliable in compiling the values of the research variables. The validity test used is the Average Variance Extracted (AVE) value, shown in Table 1. Furthermore, the reliability test using the Composite Reliability value is shown in Table 2. Discriminant validity uses the square root of the extracted mean (AVE). If the AVE value of each latent variable is greater than the correlation with other variables, then the instrument has good discriminant validity (Fernandes & Solimun, 2017). The recommended measurement value must be greater than 0.5.

Table 1. Results of Average Variance Extracted (AVE)

Variable	AVE
Work Culture	0.687
OCB	0.624
Motivation	0.720
Performance	0.676

Source: Data processed by researchers, 2022

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Table 2. Reliability Results

Variable	Reliability
Work Culture	0.884
OCB	0.859
Motivation	0.901
Performance	0.844

Source: Data processed by researchers, 2022

Calculating the AVE value, as shown in Table 1, shows that all variables have a good validity value because the AVE value is greater than 0.5 (Chin, 1998). Table 2 shows that the reliability test and the composite reliability coefficient obtained for Work Culture, OCB, Motivation, and Performance are above 0.7. The Cronbach Alpha value is greater than 0.7, indicating that the research instrument is reliable (Ghozali, 2015). After the construct validity and reliability tests are met, proceed with the identification of the model's goodness. The values used are the R-Square and Q-Square values. The R-Square value is shown in Table 3, which explains that the R-squared value for the variable Motivation is 0.857 and Performance is 0.204.

Table 3. R-Square Results

Variable	R-Square
Motivation	0.857
Performance	0.204

Source: Data processed by researchers, 2022

The model is measured by the value of Q-square (Q2). If the value of $Q2 > 0$ indicates the model has predictive relevance. The Q2 value has a vulnerable value of $0 < Q2 < 1$ (Supriyanto & Maharani, 2019). R2 each value is as follows:

$$Q2 = 1 - (1 - R1^2)(1 - R2^2) = 1 - (1 - 0.857^2)(1 - 0.204^2) = 0.886 \quad (1)$$

The analysis results show that the Q2 value is 0.886 or 88.6%, indicating that the model can explain 88.6% of the data. The remaining 11.4% is explained by other variables (outside the model).

B. Hypothesis Test Result

Hypothesis testing using the Inner Model. The Inner Model is formed after the outer model process is fulfilled. As for what is observed in the Inner Model, namely the parameter coefficients of each proposed path. The results of the Inner Model are shown in Figure 1, Table 4 and Table 5 with the following explanation:

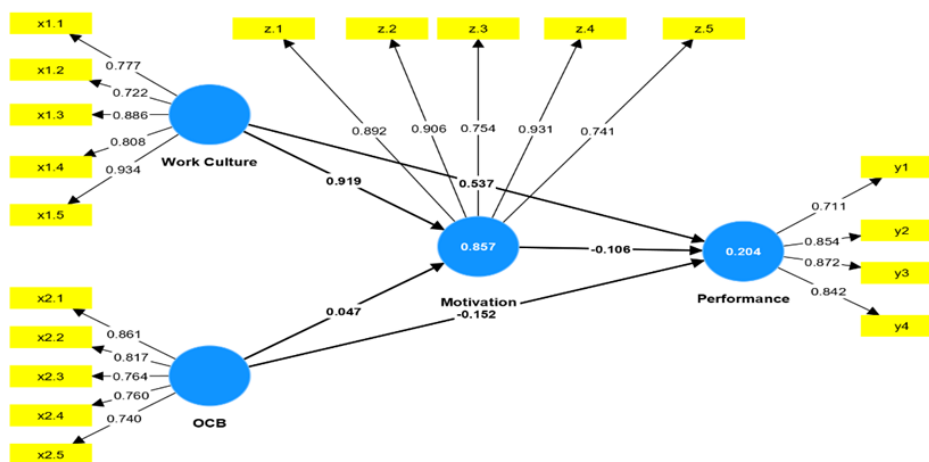


Figure 2. Hypothesis Test Results (Inner Model)

Table 4. Direct Effects

Influence	Path Coefficient	t-value	p-values	Results
Work Culture - Performance	0.537	1,460	0.003	Significant
OCB - Performance	-0.152	1,246	0.106	Not significant
Motivation - Performance	-0.106	0.281	0.389	Not significant

Source: Data processed by researchers, 2022

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The Effect of Work Culture on Performance

Hypothesis testing and path coefficients show a direct effect of work culture on Performance. The t-statistic values are shown in Table 4. The path coefficient is 0.537, and the t-count value is $0.537 < 1.960$ meaning that H1 is accepted, namely, work culture significantly influences Performance. The study results are supported by research conducted by Strengers et al. (2022), Aboraman et al. (2020), and Silwal (2022).

The Effect of OCB on Performance

Table 4 shows the effect of OCB on Performance which produces a path coefficient of 0.152 with a negative direction. A negative path coefficient means OCB has no direct relationship with Performance. The result of the t-value is $1.246 > 1.96$ with a p-value of $0.106 > 0.05$, which means that H2 is rejected, namely OCB has no significant effect on Performance. These results are supported by research conducted by Purwanto et al. (2021), Wasim & Ur Rehman (2022), and Kurniasih et al. (2022).

The Effect of Motivation on Performance

Table 4 shows the effect of Motivation on Performance which produces a path coefficient of 0.106 in a negative direction. A negative path coefficient means Motivation has no direct relationship with Performance. The result of the t-value is $0.281 > 1.96$ with a p-value of $0.389 > 0.05$, which means that H2 is rejected, namely Motivation has no significant effect on Performance. These results are supported by research conducted by Suwati (2013), Rizal et al. (2014), and Bukhari & Pasaribu (2019).

The Effect of Work Culture and OCB on Performance through Motivation

The results of testing the hypothesis of the indirect effect between work culture, OCB, performance, and motivation are presented in Table 5 as follows:

Table 5. Indirect Effects

Influence	Original Sample	Sample Means	Standard Deviation	t-value	p-values
OCB-Performance with Motivation	-0.005	-0.004	0.023	0.215	0.415
Work Culture –Performance with Motivation	-0.097	-0.067	0.347	0.281	0.389

Source: Data processed by researchers, 2022

Based on Table 5, it is known that Motivation is not able to mediate the relationship between workplace culture and OCB on Performance. A p-value of more than 0.05 means that H4 is rejected. The results of this study are supported by previous studies submitted by Maryati & Fernando (2018), and Uliyah (2021).

C. DISCUSSION

This study found that there is an influence of work culture on Performance. That is, one way to improve Performance can be done by improving work culture. The work culture that has been implemented must be developed so that the Performance of the Samudera Keset UKM centers continues to increase. It can be done by maintaining the existing norms and values. The regulations set by the Samudera Keset MSME center continue to have adhered. For example, maintaining the consistency of manually made doormats. In addition, honesty and discipline in making doormats. Workers can carry out their duties and responsibilities at work, try to complete tasks in a timely manner, greet each other among colleagues, and coordinate well. These results are consistent with research conducted by Strengers et al. (2022), Aboraman et al. (2020), and Silwal (2022).

Furthermore, the findings in this study indicate that OCB has no significant effect on Performance. It can be interpreted that Performance will not decrease even though the level of OCB in the workforce is still low. The UMKM centers in Samudera Keset do not depend on OCB to improve their Performance. OCB is voluntary and is not attached to a job description. So, workers can help co-workers when the job is done. So it is not an obligation. OCB can be carried out according to the will of each employee, and there is no specific reward for this action. Making doormats manually, of course, takes a lot of time and effort. Each employee gets a target of 50 mats every day. Of course, they will focus on their work to meet the targets set. So that OCB in the Samudera Keset MSME centers does not affect Performance. Accordance with research conducted by Purwanto et al. (2021), Wasim & Ur Rehman (2022), and Kurniasih et al. (2022).

The results of the next study, namely Motivation, do not significantly affect Performance. It can be interpreted that the Performance of the Samudera Keset MSME centers will not affect the Motivation of each workforce. Whether motivation increases or decreases, this cannot affect the Performance of the Samudra Keset UMKM centers. It has been reported that they work on making doormats manually with various preset creations. So that the main Motivation of the workforce is to complete

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the work according to the specified target. It does not mean that when the Motivation is high, the work target also increases, so the Performance will also increase. This study found that work based on targets does not depend on Motivation. These results are supported by research conducted by Suwati (2013), Rizal et al. (2014), and Bukhari & Pasaribu (2019).

This study also found that Motivation cannot be a mediator between work culture and OCB on Performance. The meanings that Performance of the Samudera Keset MSME center will continue to increase even though there is no motivation as a mediator in their work. This research is supported by the results of research conducted by Maryati & Fernando (2018), and Uliyah (2021).

CONCLUSIONS

The results of this study indicate that Motivation cannot mediate the relationship between workplace culture and OCB on Performance at the Samudera Keset MSME center, Pasuruan Regency. The research implies that the workforce of the Samudera Keset UMKM center can find out and continue to develop the work culture that they have done so far to make it even better. Of course, it will improve Performance. In addition, they can focus on working on finishing making mats manually and achieving targets as a set. Future researchers can examine other variables such as ability, creativity, and work discipline as well as other variables.

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