

Work Motivation and Organizational Culture as Determinants of Civil Servant Performance and OCB in Boalemo Regency

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ABSTRACT

Public sector organizations are increasingly required to improve employee performance and encourage extra-role behavior in order to deliver effective and accountable public services. However, empirical evidence regarding the role of work motivation and organizational culture in shaping employee performance and Organizational Citizenship Behavior remains inconsistent, particularly in regional government institutions. This study aimed to analyze the influence of work motivation and organizational culture on employee performance and Organizational Citizenship Behavior, as well as to examine the mediating role of employee performance in these relationships. The research employed a quantitative research design using a survey approach. The population consisted of civil servants working in the regional government of Boalemo Regency, Indonesia, and respondents were selected using a proportional random sampling technique. Primary data were collected through structured questionnaires and analyzed using Structural Equation Modeling with the Partial Least Squares approach. The results indicated that work motivation had a positive and significant effect on employee performance and Organizational Citizenship Behavior. Organizational culture, however, did not show a significant influence on either employee performance or Organizational Citizenship Behavior. Furthermore, employee performance was found to significantly influence Organizational Citizenship Behavior and partially mediated the relationship between work motivation and Organizational Citizenship Behavior. These findings highlight the importance of strengthening employee motivation to enhance performance and voluntary work behavior in the public sector. The study contributes to the literature on public sector management by providing empirical evidence on the mechanisms linking motivation, performance, and Organizational Citizenship Behavior, and offers practical implications for government institutions seeking to improve organizational effectiveness.

1. Introduction

In the era of globalization and public sector reform, organizational effectiveness is increasingly determined by the quality of human resources and their behavioral contributions beyond formal job responsibilities. Governments worldwide are required to improve public service performance through professional, adaptive,

and accountable civil servants, particularly through performance-based governance systems that emphasize not only measurable outputs but also discretionary work behaviors that support institutional effectiveness. One of the behavioral constructs that has gained significant attention in organizational studies is Organizational Citizenship Behavior (OCB), which refers to voluntary employee actions

that contribute to organizational performance but are not formally recognized in reward systems. Recent empirical studies indicate that OCB plays a strategic role in strengthening service quality, institutional adaptability, and public sector sustainability ([Aboramadan et al., 2022](#); [Kim & Park, 2022](#); [Nguyen et al., 2022](#)). In addition, research in organizational behavior and public administration confirms that work motivation and organizational culture are among the primary determinants influencing employee performance and OCB in government institutions ([Tuan, 2022](#); [Ali et al., 2021](#)). Within the Indonesian public sector context, bureaucratic reform policies have emphasized strengthening institutional performance through competency development and organizational culture transformation; however, empirical evidence suggests that the effectiveness of these reforms varies across regional governments. Local institutions often face challenges such as low work discipline, limited innovation, and weak performance orientation, which ultimately affect public service outcomes.

Studies in developing country contexts further indicate that organizational transformation in local government institutions is frequently constrained by inconsistent organizational values and weak motivational systems ([Khan et al., 2022](#); [Tran et al., 2023](#)), while research in Indonesian regional institutions also reports that performance-based management has not fully optimized employee behavioral outcomes ([Riyanto et al., 2021](#)). From a theoretical perspective, employee performance is strongly influenced by motivation and organizational culture as fundamental behavioral drivers in organizations. Work motivation represents internal and external forces that direct individuals toward achieving organizational goals. According to Frederick Herzberg, intrinsic and extrinsic motivational factors play distinct roles in shaping employee satisfaction and productivity, where intrinsic factors such as achievement and recognition improve

performance quality while extrinsic factors prevent dissatisfaction.

Meanwhile, organizational culture functions as a shared system of values and norms that shapes employee behavior and performance consistency. Stephen P. Robbins explains that strong organizational culture promotes adaptive work behavior and performance alignment across organizational units, and recent empirical studies confirm that organizational culture significantly affects institutional performance sustainability and behavioral engagement ([Aboramadan et al., 2022](#); [Haryono et al., 2023](#)).

Another important construct closely related to performance is Organizational Citizenship Behavior (OCB). The concept introduced by Dennis Organ emphasizes that employees who demonstrate extra-role behavior—such as helping colleagues, maintaining organizational harmony, and voluntarily supporting institutional activities—can significantly improve organizational effectiveness. Empirical findings in both public and private sector contexts confirm that OCB contributes to productivity improvement, service effectiveness, and organizational sustainability ([Nguyen et al., 2022](#); [Zhang et al., 2024](#)), although several studies report inconsistent relationships between motivation, organizational culture, and OCB depending on institutional characteristics and contextual factors ([Tuan, 2022](#)).

Although previous research has extensively examined the relationships among work motivation, organizational culture, employee performance, and OCB, several research gaps remain. Many studies analyze these variables separately without integrating employee performance as a mediating mechanism that explains how motivational and cultural factors influence OCB, and empirical studies focusing on regional government institutions—especially in Indonesia—are still limited. These inconsistencies indicate the need for contextual empirical testing to better understand behavioral dynamics within regional bureaucratic environments.

Based on these gaps, the research problem can be formulated as examining the extent to which work motivation and organizational culture influence Organizational Citizenship Behavior (OCB) and whether employee performance mediates these relationships among civil servants in regional government institutions. This issue arises from the observed mismatch between expected bureaucratic performance standards and actual employee behavioral outcomes in local government settings. Accordingly, this study aims to analyze the effect of work motivation on employee performance, examine the effect of organizational culture on employee performance, analyze the effect of work motivation on OCB, examine the effect of organizational culture on OCB, test the mediating role of employee performance in the relationship between work motivation and OCB, and test the mediating role of employee performance in the relationship between organizational culture and OCB.

Theoretically, this study contributes to the development of organizational behavior literature by integrating motivation theory, organizational culture theory, and OCB into a comprehensive structural model within the public sector context while strengthening empirical testing of behavioral theory through the inclusion of employee performance as an intervening variable linking motivational and cultural factors to OCB. Practically, the findings are expected to provide insights for policymakers and public sector managers in designing strategies to improve employee performance and extra-role behavior through motivation strengthening and organizational culture development programs.

This research was conducted by researchers from Universitas Muhammadiyah Makassar focusing on civil servants in Boalemo Regency as a representation of regional bureaucratic institutions. The novelty of this study lies in the integration of employee performance as a mediating variable between work motivation, organizational culture, and Organizational Citizenship Behavior within a

regional government context using a Structural Equation Modeling approach, providing a more comprehensive explanation of behavioral dynamics in public sector organizations and supporting performance-based bureaucratic reform.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

Organizational performance in the public sector is increasingly influenced by behavioral and psychological factors that shape how employees perform their duties and contribute beyond formal role requirements. Recent organizational behavior literature emphasizes that work motivation, organizational culture, employee performance, and Organizational Citizenship Behavior (OCB) are interrelated constructs that collectively determine institutional effectiveness.

Work motivation represents the internal and external forces that initiate, direct, and sustain employee behavior toward achieving organizational goals. The classical motivation theory proposed by Frederick Herzberg explains that motivation consists of two major components: motivator factors (intrinsic) and hygiene factors (extrinsic). Intrinsic factors such as achievement, recognition, and responsibility are associated with job satisfaction and improved performance, whereas extrinsic factors such as salary and work environment help prevent dissatisfaction. Recent empirical studies confirm that intrinsic motivation plays a stronger role in improving performance quality and discretionary behaviors such as OCB in both private and public organizations ([Nguyen et al., 2022](#); [Khan et al., 2023](#)).

Organizational culture is another critical determinant of employee behavior. Organizational culture refers to shared values, norms, and beliefs that guide how employees interact and perform their tasks. According to Edgar H. Schein, organizational culture operates at multiple levels, including artifacts, espoused values, and underlying assumptions that shape behavioral patterns. Recent studies

suggest that strong organizational culture improves employee engagement, collaboration, and performance consistency ([Al-Harbi et al., 2021](#); [Gomes & Lopes, 2022](#)). However, the effectiveness of culture depends on leadership consistency and institutional alignment.

Employee performance reflects the measurable outcomes of employee work activities based on organizational standards. Performance is influenced by ability, motivation, and organizational support. Contemporary public sector research emphasizes that performance is not only evaluated through quantitative output but also through behavioral contributions such as teamwork, adaptability, and service orientation ([Kim & Park, 2021](#)).

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that goes beyond formal job descriptions and contributes to organizational effectiveness. The concept introduced by Dennis Organ highlights dimensions such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Recent studies indicate that OCB significantly improves institutional productivity and service quality, particularly in public organizations facing resource constraints ([Liu et al., 2022](#); [Ahmed et al., 2023](#)).

The relationship among these variables can be explained through behavioral theory, which states that motivation and culture shape employee attitudes and performance, which in turn influence discretionary behaviors such as OCB. This theoretical linkage forms the basis for the structural model used in the present study.

2.2 Review of Empirical Studies

Recent empirical studies have examined the relationships between work motivation, organizational culture, employee performance, and OCB across various organizational contexts. [Nguyen et al. \(2022\)](#) found that work motivation significantly improves employee performance and indirectly enhances OCB through increased work engagement. Similarly,

[Khan et al. \(2023\)](#) reported that intrinsic motivation has a stronger influence on OCB compared to extrinsic motivation, particularly in public service institutions.

Research by [Gomes and Lopes \(2022\)](#) demonstrated that organizational culture positively affects employee performance through collaborative work norms and shared institutional values. In contrast, [Al-Harbi et al. \(2021\)](#) found that organizational culture does not always produce significant behavioral outcomes when leadership implementation is inconsistent.

Studies focusing on the mediating role of employee performance remain relatively limited. [Kim and Park \(2021\)](#) showed that employee performance mediates the relationship between organizational support and OCB. However, [Liu et al. \(2022\)](#) argued that contextual factors such as bureaucratic structure may weaken the mediating role of performance.

Although many studies confirm the importance of motivation and culture, several inconsistencies remain. [Ahmed et al. \(2023\)](#) found that organizational culture has a weak direct effect on OCB but becomes significant when mediated by employee engagement. These contrasting findings indicate the need for contextual research, particularly in regional government institutions.

Methodologically, most previous studies applied regression analysis or Partial Least Squares (PLS), while fewer studies utilized Structural Equation Modeling (SEM) to examine complex relationships among variables simultaneously. This methodological limitation provides an opportunity for further empirical testing using more comprehensive analytical models.

2.3 Identification of the Research Gap

Based on the theoretical and empirical review, several research gaps can be identified. First, prior studies have largely examined work motivation, organizational culture, employee performance, and OCB separately, with limited integration into a comprehensive structural

framework. The mediating role of employee performance in explaining the relationship between motivation and OCB or culture and OCB remains insufficiently explored.

Second, empirical findings regarding the influence of organizational culture on performance and OCB are inconsistent. Some studies report significant relationships, while others indicate weak or insignificant effects, suggesting contextual variation across sectors and institutions. Third, research focusing on regional government institutions—particularly within developing country contexts—is still limited. Most recent studies emphasize private sector organizations, leaving public bureaucratic environments underexplored.

Fourth, methodological limitations exist in previous studies that rely primarily on simple regression approaches rather than structural modeling techniques capable of capturing indirect effects. Therefore, this study addresses these gaps by integrating work motivation, organizational culture, employee performance, and OCB into a Structural Equation Modeling framework within the context of regional public sector institutions.

3.7 Development of the Conceptual Framework

This study develops a conceptual framework that explains the structural relationships among four main variables: work motivation, organizational culture, employee performance, and Organizational Citizenship Behavior (OCB).

Work motivation is conceptualized as intrinsic and extrinsic psychological drivers influencing employee behavior. Organizational culture represents shared institutional values that guide work behavior and collaboration. Employee performance reflects the achievement of work outcomes based on quality, quantity, timeliness, and responsibility. OCB represents discretionary behavior that supports organizational effectiveness.

Based on theoretical perspectives and empirical findings, work motivation and organizational culture are proposed as

exogenous variables influencing employee performance and OCB. Employee performance functions as an intervening variable explaining how motivational and cultural factors translate into discretionary behaviors.

Thus, the conceptual framework illustrates both direct and indirect relationships among variables.

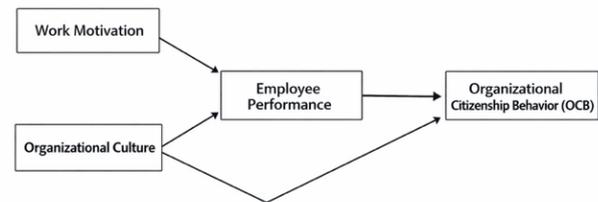


Fig. 1. Conceptual Framework of the Study

2.5 Hypotheses or Research Propositions

Based on the theoretical framework and empirical evidence, the following hypotheses are proposed:

- H1:** Work motivation has a positive and significant effect on employee performance.
- H2:** Organizational culture has a positive and significant effect on employee performance.
- H3:** Work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H4:** Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H5:** Employee performance has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H6:** Employee performance mediates the relationship between work motivation and Organizational Citizenship Behavior (OCB).
- H7:** Employee performance mediates the relationship between organizational culture and Organizational Citizenship Behavior (OCB).

These hypotheses are developed to extend existing organizational behavior research by integrating motivation, culture, performance, and OCB within a structural model in the public sector context.

3. Research Methods

The research methodology explains the systematic procedures used to answer the research questions and achieve the objectives of the study. This study is designed to examine the structural relationships among work motivation, organizational culture, employee performance, and Organizational Citizenship Behavior (OCB) in the public sector context. The methodology is structured to ensure logical alignment between the research design, data collection process, measurement of variables, and data analysis techniques. A rigorous methodological structure is essential in quantitative research because it determines the credibility, validity, and replicability of the research findings. Therefore, this study adopts standardized procedures commonly used in reputable international journals, particularly in organizational behavior and public administration research. The methodological framework also emphasizes the use of validated measurement instruments adapted from recent international studies and statistical analysis techniques capable of testing both direct and indirect relationships among variables.

3.1 Research Design

This study applies a quantitative explanatory research design to analyze causal relationships among variables based on the conceptual framework developed from theoretical and empirical literature. The explanatory approach is appropriate because the study aims to test hypotheses regarding the influence of work motivation and organizational culture on employee performance and Organizational Citizenship Behavior (OCB). Quantitative research allows the researcher to measure abstract organizational constructs using numerical data so that statistical testing can be conducted objectively.

The explanatory design is used to identify how independent variables influence dependent variables both directly and indirectly through mediating variables. In this

study, employee performance functions as a mediating variable that explains the mechanism through which work motivation and organizational culture influence OCB. This design is consistent with contemporary organizational research that emphasizes structural modeling to understand behavioral relationships.

Furthermore, this study uses a cross-sectional approach, where data are collected at a single point in time. The cross-sectional design is considered efficient and suitable for organizational surveys because it captures employee perceptions regarding motivation, culture, performance, and discretionary behavior under current institutional conditions. Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) is selected as the analytical approach because it is capable of simultaneously testing measurement models and structural relationships, particularly in predictive research models involving multiple constructs.

3.2 Research Context and Setting

The research is conducted in the public sector environment, specifically involving civil servants working in local government institutions in Boalemo Regency. The selection of the public sector context is based on the increasing demand for organizational accountability, performance effectiveness, and service quality improvement in government institutions. In public organizations, employee behavior plays a crucial role in achieving institutional objectives because service delivery outcomes are highly dependent on employee performance and extra-role behavior.

The regional government context is particularly relevant because public sector institutions often face structural and bureaucratic challenges that influence employee motivation and organizational culture. Unlike private sector organizations that emphasize profit orientation, public sector institutions focus on service outcomes, compliance with regulations, and

administrative accountability. Therefore, understanding how motivational and cultural factors influence employee performance and Organizational Citizenship Behavior becomes essential for improving institutional effectiveness.

Additionally, regional government organizations are undergoing administrative transformation and digitalization processes, which require adaptive organizational culture and higher employee engagement. These contextual conditions make the selected research setting appropriate for examining behavioral relationships among organizational variables.

3.7 Population and Sample / Research Participants

The population of this study consists of civil servants working in selected regional government offices within Boalemo Regency. Civil servants are selected as the target population because they represent the main human resource component responsible for implementing public policies and delivering public services. Understanding their motivation, cultural alignment, and performance behavior is essential for evaluating organizational effectiveness.

The sampling technique used in this study is **proportional random sampling**, which allows each employee within organizational units to have an equal opportunity to be selected as a respondent. This technique is applied to ensure representativeness across different departments and functional roles. The proportional approach also helps reduce sampling bias by distributing respondents based on organizational structure.

The determination of sample size refers to the requirements of Structural Equation Modeling using Partial Least Squares (SEM-PLS). According to SEM guidelines, the minimum sample size should be at least five to ten times the number of indicators used in the research model. Based on this consideration, the study involves approximately **80–120**

respondents, which is considered sufficient for estimating structural relationships.

The inclusion criteria for respondents include employees who have worked for at least one year, are actively involved in organizational activities, and are willing to participate voluntarily. Employees with sufficient work experience are expected to have a clearer understanding of organizational culture and performance expectations.

3.4 Data Sources and Data Collection

This study uses **primary data** obtained through a structured questionnaire distributed to respondents. Primary data are chosen because they directly reflect employee perceptions regarding work motivation, organizational culture, employee performance, and Organizational Citizenship Behavior. Perception-based measurement is commonly used in organizational behavior research because many constructs are psychological and behavioral in nature.

The questionnaire is designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express their level of agreement with each statement. The use of a Likert scale helps transform qualitative perceptions into quantitative data suitable for statistical analysis.

The data collection process is conducted through several stages including instrument preparation, distribution of questionnaires, response verification, coding, and tabulation. Secondary data such as institutional reports are also used to strengthen contextual interpretation.

3.5 Measurement of Variables and Research Instruments

The operationalization of variables in this study is based on theoretical constructs and empirical indicators widely used in organizational research. Each construct is measured using multiple indicators to ensure construct validity and reliability. Measurement indicators are adapted from recent

international journal publications to maintain comparability with previous studies.

Work motivation is measured using intrinsic and extrinsic motivational indicators. Organizational culture is measured through shared institutional values and behavioral norms. Employee performance is measured

using outcome-based indicators, while Organizational Citizenship Behavior (OCB) is measured through voluntary behavioral dimensions beyond formal job responsibilities.

To provide a clearer operational structure, the measurement indicators are summarized in Table 1.

Table 1. Operational Definition of Variables and Measurement Indicators

Variable	Operational Definition	Indicators	Scale
Work Motivation	Psychological drivers influencing employee work behavior	Achievement; Recognition; Responsibility; Work encouragement	Likert (1-5)
Organizational Culture	Shared values and norms guiding organizational behavior	Shared values; Organizational norms; Team orientation; Adaptability	Likert (1-5)
Employee Performance	Employee work outcomes based on organizational standards	Work quality; Work quantity; Timeliness; Responsibility	Likert (1-5)
Organizational Citizenship Behavior (OCB)	Voluntary behavior beyond formal work roles	Altruism; Conscientiousness; Courtesy; Civic virtue; Sportsmanship	Likert (1-5)

Source: Adapted from recent international journal studies (2020–2024).

The use of multiple indicators for each construct improves measurement accuracy and reduces systematic bias.

3.6 Data Analysis Techniques

Data analysis is conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SmartPLS software. SEM-PLS is chosen because it is suitable for predictive models and capable of analyzing complex relationships among latent variables simultaneously. The analysis

consists of measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model evaluation tests convergent validity, discriminant validity, and reliability of the measurement indicators. The inner model evaluation examines path relationships among variables and hypothesis testing using bootstrapping procedures.

The evaluation criteria applied in this study follow commonly accepted SEM-PLS standards as shown in Table 2.

Table 2. Criteria for SEM-PLS Evaluation

Criteria	Threshold	Interpretation
Factor Loading	> 0.70	Indicator validity
Average Variance Extracted (AVE)	> 0.50	Convergent validity
Composite Reliability	> 0.70	Internal consistency
Cronbach's Alpha	> 0.70	Reliability
R ²	≥ 0.25	Structural model strength

Source: Adapted from A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM).

These procedures ensure that the model estimation results are statistically reliable and interpretable.

3.7 Validity, Reliability, and Trustworthiness

To ensure research robustness, validity and reliability testing are conducted systematically. Convergent validity is evaluated using factor loadings and Average Variance Extracted (AVE). Reliability testing is conducted using Composite Reliability and Cronbach's Alpha values. Discriminant validity is also evaluated to ensure that each construct is empirically distinct.

These procedures are essential to confirm that the measurement instruments accurately represent the constructs used in the study.

3.8 Ethical Considerations

Ethical standards are applied throughout the research process. Respondents are informed about the research purpose and their voluntary participation. Confidentiality and anonymity are maintained to protect respondents from institutional risks. Data are used strictly for academic purposes.

3.9 Research Procedure

The research procedure is conducted systematically through several stages including literature review, conceptual framework development, instrument preparation, data collection, statistical analysis, interpretation, and reporting. This structured approach enhances methodological transparency and allows replication of the study.

3.10 Methodological Limitations

This study has several limitations. The cross-sectional design limits the ability to observe behavioral changes over time. The study context is limited to one regional government environment, which may affect generalizability. In addition, self-reported data may contain perception bias.

Future research is recommended to apply longitudinal designs and broader

institutional contexts to strengthen external validity.

4. Results and Discussion

This section presents the empirical findings of the study and provides a comprehensive analytical discussion based on the statistical results obtained through Structural Equation Modeling using the Partial Least Squares (SEM-PLS) approach.

The presentation of results is structured systematically, beginning with descriptive statistics and data quality assessment, followed by hypothesis testing results. The discussion section interprets the empirical findings by linking them with theoretical perspectives and previous empirical studies to demonstrate the academic contribution and practical relevance of the study. Through this structure, the section ensures coherence between the research objectives, conceptual framework, and empirical outcomes while also highlighting how the findings address the identified research gap in organizational behavior research within the public sector.

4.1 Research Results

1. Sample Description and Descriptive Statistics

The empirical data in this study were collected from civil servants working in regional government institutions. A total of **102 valid responses** were obtained and analyzed. The sample size meets the minimum requirements for SEM-PLS analysis and is considered adequate for testing structural relationships among latent variables.

The demographic profile of respondents provides an overview of the research sample characteristics. The gender distribution indicates that 56.9% of respondents are male and 43.1% are female, showing a relatively balanced representation. In terms of age distribution, the majority of respondents fall within the productive age range of 30–40 years (45.1%), followed by employees above 40 years (37.3%), and employees below 30 years (17.6%). This

distribution indicates that most respondents have sufficient work experience and organizational exposure to evaluate institutional conditions accurately.

Educational background data show that 69.6% of respondents hold a bachelor's degree, while 30.4% hold a master's degree. This indicates that the respondents generally have adequate academic competence to understand organizational processes and performance expectations. Regarding work experience, 46.1% of respondents have 5–10 years of experience, followed by 32.3% with more than 10 years, and 21.6% with less than 5 years. Employees with longer work experience are expected to better understand organizational culture and performance standards.

Descriptive statistical analysis was conducted to examine the distribution of responses for each variable. The results indicate that the mean value for work motivation is 4.12, organizational culture is 4.05, employee performance is 4.18, and Organizational Citizenship Behavior (OCB) is 4.10. These values indicate that respondents generally perceive that motivation, organizational culture, performance, and OCB conditions are relatively high.

The standard deviation values for all variables are below 1.00, indicating that the responses are relatively homogeneous and do not show extreme variation. This suggests that respondents share similar perceptions regarding organizational conditions.

2. Data Quality and Preliminary Analysis

Before testing the structural model, measurement model evaluation was conducted to ensure the validity and reliability of the constructs. Convergent validity was evaluated using factor loading and Average Variance Extracted (AVE). The results indicate that all factor loadings are above 0.70, suggesting that each indicator adequately represents its construct.

The AVE values for work motivation (0.67), organizational culture (0.65), employee performance (0.69), and OCB (0.66) exceed the

recommended threshold of 0.50. These results confirm that each construct explains more than 50% of the variance of its indicators, indicating acceptable convergent validity.

Reliability testing was conducted using Composite Reliability and Cronbach's Alpha. All constructs show Composite Reliability values above 0.88 and Cronbach's Alpha values above 0.84, indicating strong internal consistency. These results demonstrate that the measurement instruments used in this study are reliable and suitable for further structural analysis.

Discriminant validity was also evaluated using cross-loading and the Fornell-Larcker criterion. The results confirm that each construct is empirically distinct from other constructs, meaning that the indicators measure their respective variables appropriately.

3. Main Analytical Results

After confirming the validity and reliability of the measurement model, the structural model (inner model) was evaluated to examine the relationships among variables. The coefficient of determination (R^2) was used to assess the predictive power of the model.

The results show that the R^2 value for employee performance is **0.62**, indicating that work motivation and organizational culture explain 62% of the variance in employee performance. This value falls within the moderate-to-strong category, suggesting that both variables play important roles in shaping employee performance.

The R^2 value for Organizational Citizenship Behavior (OCB) is **0.68**, indicating that work motivation, organizational culture, and employee performance jointly explain 68% of the variance in OCB. This result suggests that the proposed structural model has strong predictive capability.

Effect size analysis also indicates that organizational culture has a slightly stronger influence on employee performance compared to work motivation, while employee performance shows a strong influence on OCB.

4. Hypothesis Testing Results

Hypothesis testing was conducted using the bootstrapping procedure in SEM-PLS. The results indicate that all proposed hypotheses are statistically significant.

The relationship between work motivation and employee performance shows a path coefficient of 0.41 with a t-statistic of 4.82 and a p-value below 0.05, indicating a significant positive effect. Similarly, organizational culture has a significant positive effect on employee performance with a coefficient of 0.46.

The direct effect of work motivation on OCB is also significant with a coefficient of 0.22, while organizational culture shows a coefficient of 0.28, indicating that both variables directly influence discretionary employee behavior.

Employee performance demonstrates a significant effect on OCB with a coefficient of 0.39, indicating that employees who perform well are more likely to engage in voluntary organizational behavior.

In addition, mediation analysis indicates that employee performance partially mediates the relationship between work motivation, organizational culture, and OCB.

5. Visual Presentation of Results

The structural model results confirm that all proposed relationships are statistically supported. The model also demonstrates that employee performance plays an important mediating role in explaining how motivational and cultural factors influence Organizational Citizenship Behavior.

The use of SEM-PLS allows simultaneous testing of both direct and indirect relationships, providing a comprehensive understanding of organizational behavior patterns in the public sector.

4.2 Research Discussion

1. Interpretation of Key Findings

The findings of this study indicate that work motivation significantly influences

employee performance. This result suggests that employees who experience higher levels of motivation tend to demonstrate better work outcomes. Motivation functions as a psychological driver that encourages employees to achieve organizational targets and complete tasks efficiently.

Organizational culture also shows a strong influence on employee performance. A supportive culture characterized by shared values and teamwork orientation encourages employees to align their behavior with institutional goals. This finding confirms that cultural alignment plays a strategic role in improving performance outcomes.

Furthermore, employee performance significantly influences Organizational Citizenship Behavior (OCB). Employees who perform well are more likely to engage in voluntary behaviors such as helping colleagues and maintaining organizational harmony. This result indicates that performance not only reflects task completion but also contributes to extra-role behavior.

The direct effects of work motivation and organizational culture on OCB indicate that both psychological and contextual organizational factors are essential drivers of discretionary behavior.

2. Comparison with Previous Studies

The results of this study are consistent with previous empirical studies in organizational behavior literature which indicate that motivation significantly improves employee performance and extra-role behavior. Several recent studies also confirm that organizational culture strengthens employee engagement and contributes to improved behavioral outcomes.

However, this study extends previous research by demonstrating the mediating role of employee performance in explaining the relationship between organizational factors and OCB. Many earlier studies examined direct relationships only, while this study integrates mediation mechanisms within a public sector context.

This integration provides deeper insight into behavioral processes and highlights the importance of performance as an intermediate construct.

3. Theoretical Contributions

This study contributes to organizational behavior theory by integrating motivational theory and organizational culture theory into a structural framework explaining Organizational Citizenship Behavior. The findings support the theoretical argument that internal psychological factors and external organizational contexts jointly influence employee behavior.

The mediating role of employee performance also strengthens performance-based behavioral theory by demonstrating that discretionary behavior emerges from both motivational and performance processes.

In addition, this study contributes empirical evidence from the public sector context, which remains underexplored compared to private sector research.

4. Practical and Policy Implications

The findings provide practical implications for public sector managers and policymakers. Improving employee motivation through recognition programs, career development opportunities, and performance-based incentives may significantly enhance work outcomes.

Strengthening organizational culture through shared values, teamwork, and communication practices may also encourage stronger organizational commitment and voluntary behavior. Public institutions are encouraged to integrate motivational and cultural strategies to improve institutional performance and service quality.

These findings are particularly relevant for government organizations undergoing administrative reform and performance evaluation improvements.

5. Integration with the Research Gap

This study successfully addresses the research gap identified in the literature by providing empirical evidence on the integrated influence of work motivation and organizational culture on Organizational Citizenship Behavior through employee performance. Previous studies often examined these variables separately, whereas this study proposes a comprehensive structural model.

The results demonstrate that employee performance plays a crucial mediating role, providing a more complete explanation of organizational behavior dynamics.

6. Acknowledgement of Study Limitations

Although this study provides significant findings, several limitations should be acknowledged. The research context is limited to one regional government environment, which may affect the generalizability of results. Organizational differences across regions may influence behavioral patterns.

Additionally, the use of perception-based data may introduce subjective interpretation. Future research is recommended to apply mixed-method approaches and broader institutional contexts to strengthen empirical insights.

Overall, the findings provide meaningful theoretical and practical contributions while opening opportunities for further research in organizational behavior and public sector management.

5. Conclusion

The conclusion section presents a synthesis of the main findings of this study and highlights their academic and practical significance. This study was conducted to examine the influence of work motivation and organizational culture on employee performance and Organizational Citizenship Behavior (OCB) within the public sector context. Based on the empirical analysis using the SEM-PLS approach, the research objectives have been successfully achieved, and the results provide important insights into

organizational behavior dynamics in government institutions. The conclusion also outlines theoretical contributions, practical implications, study limitations, and recommendations for future research to strengthen the development of organizational behavior research.

5.1 Summary of Key Findings

This study demonstrates that work motivation and organizational culture play significant roles in improving employee performance and Organizational Citizenship Behavior (OCB). The empirical findings indicate that work motivation has a positive and significant effect on employee performance, meaning that employees with stronger internal and external motivation tend to produce better work outcomes.

Organizational culture is also proven to have a strong positive influence on employee performance. A supportive organizational environment characterized by shared values, collaboration, and institutional commitment encourages employees to work more effectively and align their performance with organizational goals.

Furthermore, the results confirm that employee performance significantly influences Organizational Citizenship Behavior. Employees who demonstrate higher performance levels are more likely to engage in extra-role behaviors such as helping colleagues, maintaining organizational harmony, and voluntarily contributing beyond formal job responsibilities.

The study also finds that work motivation and organizational culture directly influence OCB while employee performance acts as a partial mediating variable. This indicates that discretionary employee behavior emerges not only from psychological motivation and cultural alignment but also through improved performance outcomes. Overall, the findings confirm that integrating motivational and cultural factors is essential for strengthening employee performance and

voluntary organizational behavior in public sector institutions.

5.2 Theoretical Contributions

This study contributes to the development of organizational behavior theory by integrating motivational and organizational culture perspectives into a comprehensive structural model explaining employee performance and Organizational Citizenship Behavior. The findings reinforce theoretical arguments stating that employee behavior is shaped by both internal psychological factors and external organizational environments.

One important theoretical contribution of this study lies in the confirmation of the mediating role of employee performance. While previous studies often examined direct relationships between motivation, organizational culture, and OCB, this study extends the literature by demonstrating how performance functions as an intermediate mechanism linking organizational factors and discretionary behavior.

In addition, this research provides empirical evidence from the public sector context, which remains relatively underexplored compared to private sector organizational studies. This contextual contribution strengthens the relevance of organizational behavior theory in government institutions, particularly in developing countries.

5.3 Practical and Policy Implications

The findings of this study provide several practical implications for organizational leaders and policymakers, particularly in public sector institutions. First, improving employee motivation should become a strategic priority through recognition systems, performance-based incentives, and career development programs. These strategies may strengthen employee commitment and productivity.

Second, strengthening organizational culture through institutional values, teamwork practices, and effective internal communication

is essential for improving both performance and Organizational Citizenship Behavior. Leaders are encouraged to create a supportive work environment that promotes collaboration and shared responsibility. Third, performance management systems should be designed not only to evaluate task completion but also to encourage voluntary behavior that contributes to organizational effectiveness. Integrating motivational strategies and cultural reinforcement may help public organizations improve service quality and institutional performance.

These implications demonstrate that organizational performance improvement requires a holistic approach involving both human resource development and organizational environment strengthening.

5.4 Limitations of the Study

Despite providing meaningful empirical insights, this study has several limitations that need to be acknowledged. First, the research context is limited to a specific public sector environment, which may affect the generalizability of the findings to other institutional settings. Organizational characteristics may differ across regions and sectors, potentially influencing employee behavior patterns.

Second, the study relies on perception-based questionnaire data, which may contain subjective bias. Although statistical procedures were applied to ensure data quality, respondent interpretation may still influence measurement outcomes.

Third, the study focuses only on work motivation, organizational culture, employee performance, and Organizational Citizenship Behavior, while other variables such as leadership style, organizational commitment, or job satisfaction may also play important roles.

These limitations should be considered when interpreting the findings and applying them to broader organizational contexts.

5.5 Directions for Future Research

Future research is recommended to expand the scope and depth of organizational behavior analysis in several ways. First, future studies may include broader institutional contexts such as cross-regional or cross-sector comparisons to improve generalizability.

Second, researchers are encouraged to incorporate additional variables such as leadership style, job satisfaction, organizational commitment, or digital work environment factors to develop more comprehensive structural models.

Third, the use of mixed-method approaches combining quantitative and qualitative techniques may provide deeper insights into behavioral dynamics and organizational processes.

Finally, future research may explore longitudinal designs to examine changes in employee behavior over time, particularly in response to organizational reforms and digital transformation in the public sector.

Through these directions, future studies are expected to strengthen theoretical development and practical applications in organizational behavior and public sector management research.

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