

The Influence of Organizational Culture in Mediating the Relationship Between Work Motivation and Organizational Citizenship Behavior: A Case Study at the Youth and Sports Office of West Nusa Tenggara Province

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ABSTRACT

This study aims to analyze the effect of work motivation on organizational citizenship behavior (OCB) with organizational culture as a moderating variable. The approach used is quantitative associative, with data collected through questionnaires. The population in this study consisted 70 respondents, and sampling was carried out using a saturated sampling technique and simple random sampling. The data analysis method used was Partial Least Square (PLS) with the assistance of Smart PLS software. The results showed that work motivation affects OCB, work motivation affects organizational culture and organizational culture affects. In addition, organizational culture was proven to moderate the relationship between work motivation and OCB, as indicated by the significance value of the interaction between work motivation and organizational culture variables. the Adjusted R-Square value indicates that 56.6% of the variation in OCB can be explained by work motivation and organizational culture. It is recommended that OCB for an organizational member is not sufficient just by relying on intrinsic and extrinsic motivation but also requires support from accelerating a conducive internal work environment.

INTRODUCTION

In the modern workplace, organizations no longer rely solely on formal job performance but also on extra-role behaviors, known as Organizational Citizenship Behavior (OCB). These voluntary actions contribute to overall organizational effectiveness, such as teamwork, loyalty, and organizational harmony. However, a recurring issue across institutions is the inconsistency between high work motivation and the limited practice of OCB.

OCB has become increasingly relevant in today's dynamic and digital era, where organizations are expected to be adaptive, innovative, and responsive to change. In this context, the role of employees who are willing to assist colleagues, take initiative without being asked, and show concern for organizational progress is critical. In other words, organizations require more than just task completion; they need sustainable voluntary contributions to maintain a competitive advantage (Utami & Putra, 2025).

In government institutions such as the Youth and Sports Office of West Nusa Tenggara Province, performance-based incentives have improved motivation, yet OCB remains suboptimal. Studies such as Yoga et al. (2022) and Lestari & Sujono (2022) have noted similar phenomena. However, existing studies tend to examine the influence of work motivation and OCB in general or focus primarily on private sector organizations.

Limited research has investigated how organizational culture mediates this relationship in public institutions, particularly at the regional government level. Most studies fail to account for the contextual factors and unique challenges faced by civil servants (ASN) in local government agencies.

Therefore, this study aims to fill this gap by examining the role of organizational culture as a mediating variable in the relationship between work motivation and OCB within the Youth and Sports Office of West Nusa Tenggara.

THEORETICAL REVIEW

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary behavior that goes beyond formal job responsibilities and contributes to organizational effectiveness (Organ, Podsakoff, & MacKenzie, 2006). According to Konovsky & Organ (1996), OCB comprises five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These reflect initiative and loyalty. However, the relevance and manifestation of OCB may differ across organizational settings. In public sector environments such as the Youth and Sports Office of NTB, dimensions like civic virtue are particularly emphasized. This aligns with Lestiyane & Yanuar (2019), who found public employees internalizing organizational values tend to exhibit higher OCB. In addition, Wahyudi and Santoso (2021) emphasize that OCB is strongly influenced by how organizational systems align motivation and culture, especially in bureaucratic institutions.

Work Motivation

Work motivation includes both intrinsic and extrinsic factors that influence behavior (Hasibuan, 2017; Mangkunegara, 2008). Intrinsic drivers such

as satisfaction and achievement often generate sustainable performance. In the public sector, external motivators like allowances are more commonly implemented. Yet, research shows that intrinsic motivation is more predictive of OCB in the long run (Rahman & Dewi, 2021). This is supported by Muzakki & Hutabarat (2022), who demonstrated that motivated employees often display constructive behaviors beyond task requirements. This perspective is also supported by Prasetyo and Fitriani (2020), who highlight that intrinsic motivation, when supported by fairness and role clarity, contributes significantly to citizenship behavior in public organizations.

Organizational Culture

The common ideas, beliefs, and customs that shape behavior inside companies are referred to as organizational culture (Schein, 1985; Robbins, 2002). Victor (2002) emphasized five key indicators: individual initiative, risk tolerance, control, management support, and communication. Culture not only supports strategic alignment but also moderates motivation into behavior. Studies by Fadli et al. (2020) and Lestari & Prabowo (2021) confirm that strong organizational culture enhances the impact of motivation on desired behavior, including OCB.

Hypotheses Development

The Influence of Work Motivation on Organizational Citizenship Behavior

Research by Prabandari & Riani (2018) provides empirical evidence that work motivation plays a crucial role in fostering OCB among employees. Their results show that work motivation directly positively influences OCB, meaning employees with high work drive tend to exhibit extra-role behaviors such as helping coworkers and being loyal to the organization. This supports the findings of the present study, which concludes that work motivation is important not only for increasing productivity but also for fostering voluntary contributions that are constructive for the organization.

Furthermore, Muzakki & Hutabarat (2022) highlight another dimension of the relationship between work motivation and OCB. Their research found that highly motivated employees are driven to display OCB, and through these behaviors, they can improve both individual and organizational performance. This finding adds an important perspective that OCB can serve as a bridge between motivational factors and work outcomes, strengthening the argument that developing OCB is an effective strategy in human resource management. Consistent with these findings, Lestari & Sujono (2022) also found that work motivation positively affects Organizational Citizenship Behavior (OCB). Their results indicate that employees with higher levels of work motivation tend to be more active in demonstrating extra-role behaviors, such as helping colleagues, loyalty to the organization, and concern for achieving shared objectives. Based on the above explanation, the following hypothesis can be formulated:

H1: Work motivation has a positive and significant effect on the organizational citizenship behavior of employees at the Youth and Sports Office of West Nusa Tenggara Province

The Influence of Work Motivation on Organizational Culture

In addition, a study by Lestari & Prabowo (2021) also found that work motivation contributes to creating an adaptive, innovative, and performance-oriented organizational culture. Their study showed that motivation derived from both intrinsic and extrinsic factors can shape employee behavior that supports a positive work culture. Another study by Fadli et al. (2020) reinforced this finding by showing that work motivation has a significant effect on organizational culture, where employees with high motivation tend to display behaviors aligned with organizational values and contribute to strengthening the culture.

Furthermore, high work motivation not only forms a strong organizational culture but also increases employee commitment and loyalty to the organization. According to Rahman & Dewi (2021), work motivation has a positive correlation with employee engagement in various organizational activities that support a productive and harmonious work culture. Employees with high motivation tend to have a sense of belonging to the organization; thus, they strive to maintain the organization's image and reputation by displaying behavior in accordance with its prevailing values and norms. Based on the above explanation, the following hypothesis can be formulated:

H2: Work motivation has a positive and significant effect on the organizational culture of employees at the Youth and Sports Office of West Nusa Tenggara Province.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Furthermore, research by Lestari & Sujono (2021) also found that work motivation is an important factor in building an effective organizational culture, as it drives employee behavior to work in accordance with the organization's vision, mission, and goals. This indicates that if an organization wants to build a strong and positive work culture, management needs to pay attention to efforts to increase employee work motivation through rewards, career development, and the creation of a supportive work environment.

Additionally, Nugroho & Haryanto (2020) stated that a positive organizational culture encourages employees to demonstrate altruistic behavior, politeness, loyalty, and active participation in various organizational activities. This shows that organizational culture is an important foundation in shaping OCB, as it determines how employees think, behave, and act within the workplace. Based on the above explanation, the following hypothesis can be formulated:

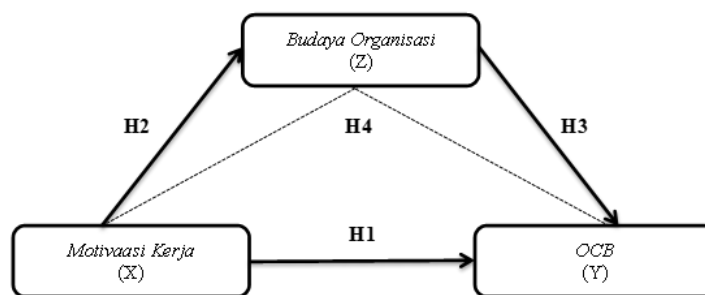
H3: Organizational culture has a positive and significant effect on the organizational citizenship behavior of employees at the Youth and Sports Office of West Nusa Tenggara Province.

The Role of Organizational Culture in Moderating the Influence of Work Motivation on Organizational Citizenship Behavior

Research by Haryati (2019) shows that organizational culture, along with other factors, significantly influences OCB, with organizational culture acting as an intervening variable. This strengthens the finding that organizational culture

can create a work climate that supports the growth of employees' extra-role behaviors. Research by Ningrum & Mayalangi (2022) conducted in local government environments also concludes that organizational culture can strengthen the relationship between work motivation and OCB, even when linked with quality of work life factors. This shows that both in the public and private sectors, employees' internal drive plays an important role in encouraging their voluntary contributions to the organization. Based on the above explanation, the following hypothesis can be formulated:

H4: Work motivation has a positive effect on organizational citizenship behavior through organizational culture among employees at the Youth and Sports Office of West Nusa Tenggara Province.



Source: Research Data, 2025

Figure 1. Conceptual framework

METHODOLOGY

This research uses a quantitative methodology with an associative design to analyze statistical data and test hypotheses using a questionnaire as the primary research instrument. This approach is selected due to the existence of a relationship between the independent variable, work motivation (X), and the dependent variable, Organizational Citizenship Behavior (OCB) (Y), with organizational culture (Z) as a moderating variable.

Seventy people make up the study's population. The saturation sampling approach, which gives every member of the population an equal chance of being chosen as a sample, is the one that is employed. This comprises elements of basic random sampling, in which sample members are chosen at random from the population without taking into account any demographic stratification.

The data analysis in this study was conducted using the partial least square (PLS) method with the assistance of Smart PLS software. This method is an alternative to structural equation modeling (SEM) that can accommodate very complex relationships between variables even when the sample size is small.

RESULTS

Convergent validity, discriminant validity, and composite reliability are the three criteria used when evaluating the outer model utilizing data analytic techniques using Smart PLS.

Measurement (Outer) Model

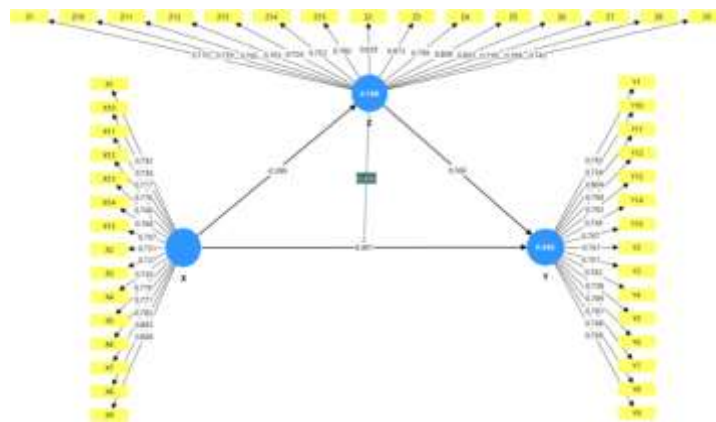
Table 1. Outer Loading of the Measurement Model

	Work Motivation (x)	Organizational Citizenship Behavior (Y)	Organizational Culture (Z)	Work Motivation X Organizational Culture
X1	0,792	0,486	-0,237	0,439
X2	0,751	0,344	-0,321	0,381
X3	0,727	0,242	-0,393	0,315
X4	0,730	0,396	-0,298	0,355
X5	0,776	0,486	-0,253	0,331
X6	0,771	0,367	-0,308	0,258
X7	0,782	0,381	-0,315	0,303
X8	0,803	0,461	-0,334	0,359
X9	0,808	0,423	-0,262	0,433
X10	0,736	0,386	-0,230	0,471
X11	0,777	0,424	-0,276	0,422
X12	0,776	0,430	-0,331	0,324
X13	0,740	0,254	-0,357	0,230
X14	0,768	0,281	-0,331	0,245
X15	0,707	0,352	-0,353	0,391
Y1	0,491	0,783	0,126	0,606
Y2	0,360	0,767	0,254	0,423
Y3	0,270	0,751	0,351	0,525
Y4	0,287	0,762	0,186	0,399
Y5	0,409	0,738	0,151	0,536
Y6	0,489	0,789	0,079	0,471
Y7	0,301	0,781	0,328	0,487
Y8	0,489	0,748	0,039	0,416
Y9	0,292	0,768	0,312	0,542
Y10	0,392	0,734	0,072	0,384
Y11	0,338	0,804	0,202	0,562
Y12	0,522	0,784	0,116	0,493
Y13	0,352	0,792	0,251	0,513
Y14	0,355	0,738	0,168	0,456
Y15	0,398	0,707	0,132	0,621
Z1	-0,173	0,233	0,770	0,221
Z2	-0,281	0,234	0,829	0,220
Z3	-0,383	0,124	0,873	0,143
Z4	-0,364	0,082	0,799	0,112
Z5	-0,400	0,097	0,809	0,000
Z6	-0,291	0,192	0,803	0,112
Z7	-0,338	0,263	0,778	0,164
Z8	-0,308	0,244	0,789	0,197

Z9	-0,233	0,281	0,743	0,267
Z10	-0,203	0,190	0,759	0,191
Z11	-0,357	0,203	0,765	0,071
Z12	-0,319	0,075	0,763	0,101
Z13	-0,124	0,319	0,724	0,316
Z14	-0,385	0,162	0,752	0,190
Z15	-0,383	0,182	0,780	0,201

Source: Research Data, 2025

It can be seen from the table above that each indicator of the variables has a loading factor value greater than 0.70; thus, it can be concluded that all variables X, Y, and Z are valid.



Source: Research Data, 2025

Figure 2. Path Diagram of the PLS-SEM Model

Results of Average Variance Extracted (AVE)

Table 2. Results of Average Variance Extracted (AVE) Testing

	<i>Composite reliability</i>	<i>Average Variance Extracted</i>
Work Motivation (X)	0.950	0.513
OCB (Y)	0.950	0.513
Organizational Culture (Z)	0.958	0.613

Source: Research Data, 2025

It is clear from the preceding table that every build satisfies the dependability requirements. This is indicated by the composite reliability values being above 0.70 and the AVE values being above 0.50, as recommended by the criteria.

Structural (Inner) Model

To investigate the links between constructs, significant values, and the R-square of the research model, the inner model or structural model is tested. The significance of the structural path coefficient parameters, the t-test, and the R-square for the dependent constructs are used to assess the structural model.

R-Square

Table 3. R-Square Test Results

	<i>R-Square</i>
OCB (Y)	0.565
Organizational Culture (Z)	0.160

Source: Research Data, 2025

According to the preceding data, the organizational citizenship behavior (OCB) variable has an R-Square value of 0.565. This finding suggests that corporate culture and job motivation account for 56.6% of the variance in organizational citizenship behavior (OCB). In the meanwhile, the organizational culture variable has an R-Square value of 0.160. This finding suggests that the work motivation variable accounts for 16% of the variation in organizational culture.

Direct Effect Hypothesis Testing Results

Table 4. Direct Effect Hypothesis Testing Results

	Original sample	T statistics	P values	Conclusion
Work Motivation -> OCB	0,491	3,754	0.000	Significant
Work Motivation -> Organizational Culture	-0,399	6,317	0.000	Significant
Organizational Culture -> OCB	0,366	3.300	0,001	Significant
Work Motivation x Organizational Culture -> OCB	0.490	3,345	0,001	Significant

Source: Research Data, 2025

In PLS, each proposed association is statistically tested by simulation. Here, the sample is subjected to the bootstrap procedure. Another goal of bootstrapping is to reduce problems caused by the non-normality of the study data. The following are the outcomes of the PLS analysis's bootstrapping testing:

1. The test findings for the association between organizational citizenship behavior (OCB) and work motivation reveal a p-value of $0.000 < 0.05$, a t-value of $3.754 > 1.667$ (t table), and a path coefficient value of 0.491. This indicates that organizational citizenship behavior (OCB) is impacted by job motivation.
2. The test findings for the association between organizational culture and work motivation reveal a p-value of $0.000 < 0.05$, a t-value of $6.317 > 1.667$ (t table), and a path coefficient value of -0.399. This indicates that organizational culture is impacted by work motivation.
3. The findings of the test for the association between organizational citizenship behavior (OCB) and organizational culture indicate a p-value of $0.001 < 0.05$, a t-value of $3.300 > 1.667$ (t table), and a path coefficient value of 0.366. This indicates that organizational citizenship behavior (OCB) is influenced by organizational culture.

4. A path coefficient value of 0.490, a t-value of $3.345 > 1.667$ (t table), and a p-value of $0.001 < 0.05$ are the test results for organizational culture as a moderating variable in the association between work motivation and organizational citizenship behavior (OCB). This indicates that the association between organizational citizenship behavior (OCB) and work motivation might be moderated by corporate culture.

DISCUSSION

Several inferences may be made from the data gathered from the analysis, including the following:

A significant value of $0.09 < 0.05$ was established based on the work incentive variable (X) calculation findings, indicating that work motivation affects Organizational Citizenship Behavior (OCB). This suggests that the higher the motivation possessed by employees, the greater the likelihood that they will exhibit extra-role behaviors that support the organization. High work motivation, whether stemming from intrinsic factors such as job satisfaction or extrinsic factors such as incentives or rewards, encourages individuals to work beyond their formal responsibilities. This finding aligns with motivation theory, which states that strong internal drives can influence positive behaviors in the workplace (Sabilila & Wahyuni, 2022). In other words, motivated employees tend to care more about organizational progress, willingly help colleagues, and actively participate in activities that support shared goals.

According to the computation findings, the work motivation variable (X) has a p-value of $0.000 < 0.05$, indicating that organizational culture is significantly impacted by work motivation. This indicates that the higher the work motivation possessed by employees, the stronger the organizational culture that is formed within the company. High work motivation encourages employees to adhere to the organization's values, norms, and habits, thus maintaining stability and harmony in the work environment. This result is consistent with study by Sari & Utami (2022), which shown that organizational culture development is positively impacted by work motivation, as motivated employees tend to work in accordance with the organization's vision, mission, and values.

The organizational culture variable (Z) has a p-value of $0.001 < 0.05$ based on the computation findings, indicating that organizational culture significantly affects organizational citizenship behavior (OCB). This indicates that the stronger the organizational culture formed within the company, the higher the level of OCB displayed by employees. Employees with high work motivation tend to work enthusiastically and with discipline and demonstrate behaviors aligned with organizational values, thereby strengthening the overall organizational culture. This finding is in line with research by Haryati (2019), which showed that work motivation has a positive effect on the formation of organizational culture because motivated employees tend to adapt and support the implementation of organizational values.

Based on the results of the moderation regression analysis for the interaction variable between work motivation and organizational culture (XZ), a significance value of $0.27 < 0.05$ was obtained, indicating that organizational

culture can moderate the influence of work motivation on Organizational Citizenship Behavior. This means that no matter how strong an individual's work motivation is, extra-role behavior will not be optimal without the support of a positive and conducive organizational culture. Organizational culture acts as a social context and shared values that shape how employees think, interact, and behave in the workplace. When organizational culture is characterized by openness, appreciation of individual contributions, social support, and collaborative orientation, internally motivated employees will be increasingly encouraged to exhibit OCB, such as helping coworkers, loyalty to the organization, and taking initiative beyond their formal duties. Conversely, if the organizational culture is authoritarian, closed, or lacks appreciation, even high work motivation may not result in optimal OCB.

CONCLUSIONS AND RECOMMENDATIONS

The study's findings suggest that organizational culture and Organizational Citizenship Behavior (OCB) are significantly impacted by job motivation, where the higher the employees' work motivation, the more likely they are to exhibit extra-role behaviors that support the organization, as well as strengthen the organizational culture formed. In addition, organizational culture also has a significant effect on OCB, meaning that a positive organizational culture will encourage employees to work enthusiastically, with discipline, and in accordance with organizational values. This study also shows that organizational culture is able to moderate the effect of work motivation on OCB, so even though employees have high work motivation, their OCB will not be optimal without the support of a positive organizational culture that is open, appreciates individual contributions, and encourages collaboration in the work environment.

The recommendation from the results of this study is that institutions or organizations, particularly in the public sector, such as the Youth and Sports Office of West Nusa Tenggara Province, should actively build and maintain a positive organizational culture by implementing participatory values, open communication, and a fair reward system. In addition, efforts to enhance employee work motivation through career development, training, and recognition of achievements are also essential to optimally encourage OCB (organizational citizenship behavior).

FURTHER STUDY

Future research is recommended to include other variables such as leadership style, job satisfaction, or employee engagement in order to provide a more comprehensive understanding of the factors influencing Organizational Citizenship Behavior (OCB).

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