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**The Influence of Organizational Culture, Intrinsic Motivation, and
Organizational Citizenship Behavior on Employee Performance**

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Abstract

This study aims to analyze the effect of organizational culture, intrinsic motivation, and organizational citizenship behavior (OCB) on employee performance at the Peci Abbas Group SMEs. This research is a quantitative study where data was taken from the Peci Abbas Group SMEs through a census of 51 employees. Data were processed through a reliability validity test, a classical assumption test, and multiple linear regression analysis using SPSS 23 software. The results showed that organizational culture had no significant effect on employee performance, intrinsic motivation had no significant effect on employee performance, and OCB had a significant positive effect on employee performance. The results have implications for organizational leaders efforts to maintain and improve OCB when making policies to improve employee performance.

Introduction

Organizational development involves human resources within the organization. Currently, organizations are facing the challenge of developing Generation 5.0 by improving and developing the quality of technology-based organizations. Human resources are the main factor driving the organization to achieve its goals. Even though the organization has sophisticated equipment, large capital, good work systems, and supporting facilities, without quality human resources, it will be difficult for the organization to develop in the future. Likewise, with the Peci Abbas Group SMEs, which is the object of research, successful performance depends on adjusting organizational

culture to environmental changes, work motivation, and the desire to go the extra mile beyond the role of human resources.

Data collection occurred at a time when COVID-19 was increasing, which resulted in the emergence of social distancing regulations from the government by not being allowed to carry out activities that invite crowds and avoiding close direct contact with other people. The implementation of mandatory social distancing has resulted in a decrease in the performance of various companies in Indonesia. Peci Abbas Group SMEs continues to carry out production with employees working from their own homes and reducing employees who work directly at the factory site. Work done from home: for example, employees who have sewing machines can sew their work and pack products.

Employee performance research is generally carried out under normal conditions, but this research seeks to bring out novelty by capturing the phenomenon of how organizations try to maintain their employee performance during the COVID-19 pandemic by changing the work culture, intrinsic motivation, and OCB of their employees. Employee performance is very important because the organization is experiencing a decrease in income due to the pandemic, so factories must continue to produce by changing the work culture to accommodate social distancing methods. Likewise, the decline in the financial capacity of MSME companies makes it impossible to provide financial incentives; therefore, adjusting work characteristics by giving autonomy to complete tasks is expected to trigger employee intrinsic motivation. Efforts to encourage employee performance are also carried out by building awareness of volunteer behavior by working beyond responsibilities and doing things that are not directly related to salary and incentives. How organizations manage employee performance during the COVID-19 pandemic is interesting to study.

The results of quality employee performance can be influenced by organizational culture, intrinsic motivation, and Organizational Citizenship Behavior (OCB). The results of Aboramadan et al. (2020) state that there is an influence between organizational culture and employee performance. This states that the right organizational culture will lead to high employee performance results. On the other hand, according to Wahjoedi (2021) research, organizational culture has no significant effect on employee performance. Based on the results of information from the Peci Abbas Group's MSME leadership, employee performance still needs to be improved.

Research by Jnaneswar & Ranjit (2022) states that intrinsic motivation has a significant effect on employee performance. The results of high employee performance come from self-motivation and the intent to provide good results to achieve organizational satisfaction and goals. However, in the research of Mihrez & Hoyib (2014), it is stated that intrinsic motivation has no significant effect on employee performance.

Vipraprastha et al. (2018) states that OCB has a significant effect on employee performance, while Hatidja et al. (2023) research shows that OCB has no significant effect on employee performance. The existence of a research gap in previous studies provides an opportunity for this study to re-examine the influence of organizational culture, intrinsic motivation, and OCB on employee performance at Peci Abbas Group SMEs.

Review of Literature

Organizational culture is an organizational value that is embraced by members of the organization, which then affects the workings and behavior of members of the organization (Nurmala & Jasin, 2021). Activities within the organization are created and developed by members of the organization to adapt to the environment and external problems (Fidyah & Setiawati, 2019). There are measurements in organizational culture, namely mission, consistency, and adaptability (Denison & Mishra, 1995).

Motivation can be intrinsic or extrinsic (Ryan & Deci, 2017). Intrinsic motivation is an impulse that arises from within oneself to fulfill needs that provide satisfaction in oneself, including the work environment, quality of co-workers, ability and freedom, and creativity to achieve desires (Andika & Darmanto, 2020). Employees who have intrinsic motivation will enjoy jobs that allow them to use their creativity and innovation, work with a high degree of autonomy, and reduce supervision (Ryan & Deci, 2017). Measurement of intrinsic motivation includes achievement, recognition, self-employment, responsibility, and progress (Andika & Darmanto, 2020).

OCB is a voluntary behavior that is carried out consciously without being asked by the organization (Mukhodah & Ranihusna, 2018). OCB includes individual characteristics, their ability and willingness to carry out their duties and responsibilities, and even additional tasks that are not assigned (Pohl et al., 2012). There are measures in OCB that include altruism, conscientiousness, civic kindness, sportsmanship, and politeness (Organ, 1988).

Employee performance is the result that has been achieved by human resources while holding their duties and responsibilities in the organization (Amri et al., 2021). Performance is one of the crucial elements in achieving the success of the organization, which can be shown by evidence of its performance results in the form of quality and quantity (Febrina & Syamsir, 2020). Employee performance is measured by employees related to their work, namely quality, quantity, implementation of tasks, and responsibilities (Hermina & Yosepha, 2019).

Hypotheses Development

Organizational culture is an attitude and norm that are formed together to achieve togetherness in the organization (Anom et al., 2018). The existence of an organizational culture will encourage employee performance results to increase. The research of Awadh & Saad (2013), Neyazi et al. (2020), and Mulyana et al. (2021) found that organizational culture has a positive and significant effect on employee performance.

H1: Organizational culture has a positive and significant effect on employee performance.

Intrinsic motivation is encouragement from within oneself without the need for external stimulation (Laksmiana & Riana, 2020). The higher the intrinsic motivation, the better the performance. Employees will try to produce performance results in accordance with the organization (Laksmiana & Riana, 2020). In the research of Andika dan Darmanto (2020), Laksmiana & Riana (2020), Sunardi et al. (2020), Shin et al. (2019), and Arifin & Johan Lo (2020) intrinsic motivation has a positive and significant effect on employee performance.

H2: Intrinsic motivation has a positive and significant effect on employee performance.

OCB is the behavior of employees volunteering to carry out tasks that are not their responsibility within the organization (Vipraprastha et al., 2018). Employees with OCB behavior will carry out work happily without coercion, which can result in high employee performance. In the research of Kissi et al. (2019), Lay et al. (2020), Anma et al. (2021), it was found that OCB had a significant positive effect on employee performance.

H3: OCB has a positive and significant effect on employee performance.

Research Method

This study used a quantitative approach using a total population of 51 employees of the Peci Abbas Group SMEs located in Kebumen, Central Java. All members of the population are taken by data or census by using a questionnaire survey. The researcher asked for written permission from the business owner and explained the purpose of the research: to get high support and response from employees in data collection. The data were tested for validity, reliability, and classical assumptions and processed using multiple linear regression analysis using the SPSS 23 application. Researchers used a Likert scale of 1-5, from strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The measurement of variables conforms to previous research, which includes organizational culture variables (Denison & Mishra, 1995), intrinsic motivation (Andika dan Darmanto, 2020), OCB (Organ, 1988), and performance (Hermina dan Yosepha, 2019). The measurements used can be seen in Table 1.

Table 1 Measurement

Variable	Indicator
Intrinsic Motivation	1. Achievement 2. Recognition 3. Work itself 4. Responsibility 5. Progress Andika and Darmanto (2020)
Organizational Culture	1. Mission 2. Consistency 3. Adaptability 4. Engagement (Denison & Mishra, 1995)
Organizational Citizenship Behavior	1. Altruism 2. Conscientiousness 3. Civic virtue 4. Sportsmanship 5. Courtesy (Organ, 1988)

Variable	Indicator
Employee Performance	1. Quality 2. Quantity 3. Implementation of duty 4. Responsibility

Hermina dan Yosepha (2019)

Results

Table 2 Respondent Characteristic

Respondent Characteristic		Frequency	Percentage (%)
Gender	Male	20	39.2
	Female	31	60.2
Employment Status	Non-Permanent	14	27.5
	Permanent	37	72.5
Marital Status	Single	15	29.4
	Marriage	28	54.9
	Widow/Widower	8	15.7
Age	21–29 years old	25	49.0
	30–39 years old	24	47.1
	40–49 years old	2	3.9
Latest Education	Elementary School/Equivalent	13	25.5
	Junior High School/Equivalent	18	35.3
	High School/ Equivalent	16	31.4
	Diploma Degree	1	2.0
	Bachelor Degree	2	3.9
	Master Degree	1	2.0
Working Period	Less than 2 years	23	45.1
	2 - 5 years	28	54.9

Source: Primary Data, 2022.

The characteristics of respondents in this study can be seen in Table 2. Based on gender, the majority are women, with a total of 31 people (60.2%); based on employment status, the majority are permanent employees, with as many as 37 people (72.5%). The majority of respondents stated that they were married, as many as 28 people (54.9%), the majority aged 21–29 years, as many as 25 people (49.0%), the majority with the latest education in junior high school or equivalent, as many as 18 people (35.3%), and the majority having a working period of 2–5 years, as many as 28 people (54.9%).

Validity Test Item's

The validity test item is valid if the calculated r-value is greater than the r-table value; the r-table value is 0.2329 (1-tailed, 5%, df = 51-2). The calculated r-value on the statement items of organizational culture (0.339–0.715), intrinsic motivation (0.397–0.609), OCB (0.272–0.667), and employee performance (0.221–0.650) > 0.2353. The instrument is declared reliable if Cronbach's alpha based on standardized items is greater than 0.6. Cronbach's alpha value on organizational culture (0.785), intrinsic motivation (0.760), OCB (0.896), and employee performance (0.873) > 0.6. All items are declared valid and reliable so that they can be used for further testing.

Classical Assumption

The results of the classical assumption test consist of normality, multicollinearity, and heteroscedasticity. Table 3 shows that the Kolmogorov-Smirnov test results are normally distributed if the Asymp.Sig (2-tailed) value is > 0.05. There is no multicollinearity because the tolerance value is greater than 0.10 and the VIF is less than 10. There is no heteroscedasticity because the Gleyser test value has a sig. > 0.05.

Table 3 Classical Assumption

<i>Independent</i>	<i>Dependent</i>	<i>Multicollinearity</i>		<i>Glejser Test</i>	<i>Kolmo. Smir. Test</i>
		<i>Tol</i>	<i>VIF</i>	<i>Sig.</i>	<i>Asymp.sig. (2-tailed)</i>
Organz. Culture	Employee Performance	0.414	2.413	0.058	0.200
Intrinsic Motv.	Performance	0.511	1.956	0.117	
OCB		0.526	1.901	0.204	

Source: Primary Data, 2022.

Hypothesis Testing

Table 4 Hypothesis Testing

<i>Independent</i>	<i>Dependent</i>	<i>Uns. Coef</i>		<i>t</i>	<i>Sig.</i>	<i>Adj. R²</i>
		<i>B</i>	<i>Std. Err</i>			
Organz. Culture	Employee Performance	0.449	0.323	1.388	0.172	0.549
Intrinsic Motv.		0.359	0.391	0.918	0.363	
OCB		0.464	0.117	3.973	0.000	

Source: Primary Data, 2022.

The results of hypothesis testing resulted in a t-count of organizational culture of 1.388, intrinsic motivation of 0.918, and OCB of 3.973 having a sig value > 0.05, or H1 and H2, which were rejected. The OCB has a sig value of 0.05, or H3 is supported. The adjusted R square value of 54.9% is above 50%; however, 45.1% is still explained by variables outside the scope of the study.

The results of the H1 test indicate that organizational culture has no significant effect on employee performance. This finding is in accordance with previous research from Rozanna et al. (2019) and Sapta et al. (2021), which states that organizational culture has no significant effect on employee performance. Organizations that have an organizational culture do not necessarily support employee efforts to produce good performance results because employees are still not optimal in carrying out the organizational culture that has been mutually agreed upon or because this culture does not make an effective contribution to achieving company goals. Changes in work culture are also the cause; standard operating procedures for working in offices or factories are messy because work has to be done by working from home, and this work pattern takes time to be adapted by workers. Organizations also need new procedures and are still looking for the best patterns for employees to perform well. The organizational culture item that received the highest average score (4.04) was the statement "There is a shared vision of what this organization will look like in the future". The organizational culture item that gets the lowest rating (3.20) is the statement "Most people in this organization get input when making decisions that can affect them".

The results of the H2 test show that intrinsic motivation has no significant effect on employee performance. This finding is in accordance with previous research from Mihrez & Hoyib (2014) which states that intrinsic motivation has no significant effect on employee performance. The COVID-19 pandemic makes employees worry about their lives safety, so their motivation to work from within is reduced. Workers tend to think about how to prevent contracting the virus rather than meeting intrinsic work needs. Because of the COVID-19 virus, which can cause death, changing the culture of working from home is not necessarily an easy thing. Intrinsic motivation items that get the highest average rating (3.98) on the statement "My job provides an opportunity to learn something different and new". The intrinsic motivation item received the lowest rating (3.55) on the statement "I really care about my job".

The results of the H3 test indicate that OCB has a significant effect on employee performance. This finding is in accordance with the research of Lay et al. (2020), Anma et al. (2021), and Rinaldi & Riyanto (2021), who stated that OCB had a positive and significant effect on employee performance. The OCB item that gets the highest average score (4.18) is found in the statement "I always focus on the positive side of the organization". The OCB item that got the lowest score (3.29) was found in the statement "I don't spend a lot of time complaining about trivial things". Employees with OCB must be retained because they work beyond their roles and responsibilities so that they will produce higher performance. Peci Abbas Group MSME employees have a high level of volunteerism; the higher the OCB, the higher the employee performance. Employees are willing to help other employees and the organization, even from their own homes. If an employee is sick and their work assignments are messy, other employees will help fulfill their work assignments. Employees prioritize shared organizational goals so that the organization's services continue to run and products remain available for sale to consumers. Employee behavior that is carried out voluntarily, helping each other, is proven to be able to save the organization from going through difficult times, as is the

willingness of employees to carry out tasks that are often not related to financial returns, directly helping organizations that are also experiencing funding difficulties due to decreased sales during the COVID-19 pandemic.

Conclusion

This study aims to analyze the effect of organizational culture, intrinsic motivation, and OCB on employee performance at the Peci Abbas Group SMEs. This study does not support or confirm previous research; organizational culture and intrinsic motivation were found to have no significant effect on employee performance. The existence of social distancing has an impact on employee performance; at times like these, intrinsic motivation and organizational culture fall apart. This is due to the presence of the COVID-19 virus, which can cause death and reduce performance results, so changing the culture of working from home is not necessarily an easy thing.

OCB was found to have a significant positive effect on employee performance. These findings confirm previous research, especially research that contributes to confirming that employee OCB is able to help organizations get through times of crisis. Employees who become volunteers have become a buffer from falling organizational performance. Difficulties can be overcome by mutual help between employees. Employees are willing to adapt to working from home tasks, even if they are not tasks they are used to. Volunteer behavior is shown by not linking all tasks with reward aspects, considering the difficult conditions faced by the organization. Organizational leaders are expected to continue to maintain OCB practices in their companies, especially by inviting employees to solve trivial problems rather than complaining about them. Future researchers can add other variables that can increase the coefficient of determination, such as communication between members of the SMEs organization. Good communication can increase understanding of the performance that must be achieved by subordinates (Syahrudin, 2020).

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