

## **THE IMPACT OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN COMMUNITY-BASED ECOTOURISM**

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### **Abstract**

This study explores the interplay between organizational culture, work motivation, and organizational citizenship behavior (OCB) in shaping employee performance within community-based ecotourism at Clungup Mangrove Conservation (CMC). The findings highlight that a strong, value-aligned organizational culture fosters voluntary and pro-conservation behaviors among employees. Motivation acts as a crucial mediating factor, translating cultural values into tangible actions supporting conservation and service excellence. OCB serves as a vital bridge, enabling employees to go beyond formal roles, thereby enhancing both performance and sustainability outcomes. The research underscores the importance of holistic strategies that integrate cultural reinforcement, motivational enhancement, and encouragement of discretionary behaviors to achieve sustainable ecotourism performance. These insights contribute to the theoretical and practical understanding of human resource management in conservation-oriented organizations and emphasize the significance of cultivating a shared organizational ethos to promote behavioral commitment and community engagement.

**Keywords:** Organizational Culture, Work Motivation, Organizational Citizenship Behavior (OCB), Employee Performance, Ecotourism Sustainability

### **INTRODUCTION**

Ecotourism occupies a distinctive position at the intersection of conservation and community development, promising to reconcile environmental stewardship with local socio-economic benefits (Honey, 2008). Community-based ecotourism sites are not mere attractions; they are operational systems in which human actors—particularly frontline employees—mediate visitor experiences, deliver conservation education, and

carry out day-to-day management of fragile ecosystems. Because employees in such contexts perform both service and conservation roles, their performance constitutes a critical determinant of both visitor satisfaction and ecological outcomes (Scheyvens, 1999). Consequently, understanding the organizational and psychological antecedents of employee performance in ecotourism is essential for ensuring sustainability and operational effectiveness.

Classical and contemporary organizational theories suggest that employee performance results from an interaction among structural, cultural, and motivational forces rather than from technical skill alone (Schein, 2010; Robbins & Judge, 2019). Organizational culture—defined as the system of shared values, beliefs, and practices—shapes employees' perceptions of role expectations, acceptable behaviors, and the meaning of work (Schein, 2010). In conservation-oriented organizations, a culture that foregrounds stewardship, community participation, and collective responsibility can orient employees toward behaviors that support both conservation goals and service excellence. Yet culture alone may not automatically translate into sustained high performance; psychological drivers such as work motivation—comprising direction, intensity, and persistence of effort—mediate how employees convert cultural cues into observable actions (Maslow, 1943; Robbins & Judge, 2019).

Beyond formal role requirements, *Organizational Citizenship Behavior* (OCB) captures discretionary actions that benefit the organization and its members (Organ, 1988). OCB includes altruistic help to colleagues, conscientious adherence to norms beyond formal duties, sportsmanship, courtesy, and civic virtue—dimensions that are particularly salient in ecotourism where staff frequently undertake tasks that fall outside narrow job descriptions (Podsakoff et al., 2000). For example, ecotourism employees may voluntarily participate in habitat restoration, provide impromptu environmental interpretation to visitors, or assist with crowd-management during peak periods—activities that augment formal service roles and support long-term conservation outcomes. Empirical studies in organizational behavior indicate that OCB positively correlates with performance metrics such as service quality, reliability, and organizational effectiveness (Podsakoff et al., 2000; Anwar, 2023). However, the dynamics by which organizational culture and motivation foster OCB—and how OCB in turn influences employee performance—remain underexplored in the specific institutional setting of community-based ecotourism.

The Clungup Mangrove Conservation (CMC) Tiga Warna in Malang Regency, Indonesia—managed by Yayasan Bhakti Alam Sendangbiru—offers a compelling empirical site to investigate these dynamics. Since the inception of its conservation efforts in 2011, CMC Tiga Warna has rehabilitated degraded mangrove stands, implemented visitor-management protocols, and embedded community members in operational roles. Despite these advances, internal evaluations reveal a persistent gap: organizational objectives for consistent service delivery and operational standards are

not always met. Observed issues include variability in service quality, inconsistent adherence to operational schedules, and uneven participation in conservation activities across staff. Such discrepancies suggest that possessing a conservation-oriented culture does not automatically yield uniformly high performance, and point to the potential mediating role of OCB in translating culture and motivation into performance outcomes.

This study examines the relationships among organizational culture, work motivation, OCB, and employee performance within the CMC Tiga Warna context. Specifically, it tests (1) whether organizational culture and motivation predict OCB; (2) whether culture and motivation directly influence employee performance; and (3) whether OCB mediates the relationships between culture/motivation and performance. By situating these hypotheses in a conservation-driven, community-based ecotourism organization, the study responds to two interconnected gaps in the literature: the predominance of profit-sector samples in prior research, and the limited empirical attention to mediating mechanisms (such as OCB) that convert organizational and psychological antecedents into performance in non-profit, community-embedded settings (Wahyudi, 2023; Putra & Devi, 2020).

The contributions of this research are both theoretical and practical. Theoretically, the paper extends human resource and organizational behavior literature by testing a mediation model in a context characterized by dual conservation-service objectives and strong community embedment. Practically, findings will inform HR and management practices at ecotourism sites—highlighting which cultural elements and motivational levers most effectively stimulate discretionary pro-conservation behaviors that enhance performance. Such insights can guide targeted interventions (e.g., cultural signaling, recognition systems, and motivational policies) to strengthen the capacity of community-based ecotourism to deliver on conservation and livelihood objectives simultaneously.

The remainder of the paper is organized as follows. Section 2 reviews relevant theory and empirical studies on organizational culture, motivation, OCB, and performance. Section 3 describes the research design, measurement, and analytical strategy. Section 4 presents empirical results and robustness checks, and Section 5 discusses implications, limitations, and directions for future research.

## **LITERATURE REVIEW**

### **2.1 Ecotourism and the organizational context of CMC Tiga Warna**

Community-based ecotourism occupies a dual role: it must (a) deliver quality visitor experiences and local income streams, and simultaneously (b) secure long-term ecological integrity through conservation practice and community stewardship (Honey, 2008). As a community-embedded conservation project, Clungup Mangrove Conservation (CMC) Tiga Warna illustrates these twin demands: CMC explicitly combines habitat rehabilitation (mangroves, coral) with visitor management and local

participation, and it employs local residents in roles that span guiding, fieldwork and environmental education. The site enforces strict visitor rules (e.g., reservation systems, baggage checks, periodic closures) and embeds cultural norms such as gotong royong (mutual care) in daily practice — institutional features that shape employee expectations and behaviours. These organizational particulars make CMC an appropriate empirical setting to study how culture and motivation translate into discretionary pro-conservation actions and formal performance outcomes.

## **2.2 Organizational culture: definition, levels, and relevance to ecotourism**

Organizational culture is widely conceptualized as the set of shared assumptions, values, and artifacts that guide the way members interpret events and behave within an organization (Schein, 2010). Schein's multi-level model distinguishes observable artifacts (rituals, symbols, routines), espoused beliefs and values (stated mission, norms), and deep underlying assumptions (taken-for-granted beliefs about people and work). This layered perspective is particularly useful in community-based ecotourism because surface practices (e.g., work routines, uniforms, communal rituals) both reflect and reinforce deeper pro-conservation values that motivate voluntary stewardship beyond formal job descriptions. Leaders and founders play a critical role in transmitting and embedding such culture; when cultural signals are consistent with conservation goals, they can align individual motives with collective objectives (Schein, 2010).

Empirical description of culture at CMC shows high scores on artifact visibility (e.g., uniform/logo, routine work rituals) and broadly positive endorsement of conservation values among staff — a pattern consistent with a culturally embedded, mission-driven organization. Still, internal reporting suggests that favorable cultural artifacts and expressed values do not automatically produce uniformly high performance, prompting investigation into intervening psychological and behavioural mechanisms.

## **2.3 Work motivation: theoretical roots and operational implications**

Classic need theories view motivation as the driver of effort direction, intensity, and persistence (Maslow, 1943; Vroom, 1964). Maslow's hierarchy highlights the progressive satisfaction of physiological, safety, social, esteem and self-actualization needs, a useful heuristic in contexts (like community ecotourism) where employees' material security and identity with collective aims both matter. Expectancy and equity perspectives add that employees translate organizational cues (rewards, fairness, role clarity) into motivational states that affect discretionary effort (Vroom, 1964). In practice, motivation in community ecotourism is multi-dimensional: pay and job security matter, but so do intrinsic drivers such as environmental commitment, social recognition, and opportunities for personal growth and community impact.

## **2.4 Organizational citizenship behavior (OCB): concept and dimensions**

OCB refers to discretionary, non-compulsory employee behaviours that support organizational functioning but are not formally rewarded by the job description (Organ, 1988). Podsakoff and colleagues systematized the construct and its dimensions (e.g.,

altruism/helping, conscientiousness, sportsmanship, courtesy, civic virtue), and linked OCB to improved group effectiveness, reduced supervisory workload, and enhanced service quality (Podsakoff et al., 2000). In service-and-conservation contexts, OCB can manifest as voluntary habitat maintenance, visitor education outside scheduled hours, or proactive problem-solving during visitor surges—acts that directly protect ecological assets while improving visitor experience.

## **2.5 Employee performance: conceptualization and measurement**

Employee performance in organizational research commonly encompasses task performance (quality and quantity of work) and contextual/citizenship elements (attitude, cooperation) (Campbell et al., 1990; Robbins & Judge, 2019). For ecotourism operators, performance metrics must capture service quality (interpretation, friendliness, timeliness), operational reliability (patrols, cleanliness, rule enforcement), and conservation contribution (adherence to protective protocols). The CMC instrument aligns with this multi-dimensional view by measuring quality, quantity, and work attitude as distinct performance indicators, ensuring that analysis captures both technical outputs and behavioural dispositions relevant to conservation outcomes.

## **2.6 Mechanisms linking culture, motivation, OCB and performance**

A growing body of literature suggests that organizational culture and motivation influence employee performance both directly and indirectly via OCB. Conceptually, culture provides normative cues and role scripts that define the ‘right’ behaviours; motivation supplies the energy and intent required to act on those scripts; and OCB channels discretionary energy into specific behaviours that augment formal task performance (Schein, 2010; Podsakoff et al., 2000). Empirically, multiple studies report (a) positive associations between supportive culture and OCB, (b) positive links from motivation to OCB and performance, and (c) positive OCB→performance relationships (e.g., Putra & Devi, 2020; Hartanto, 2022; Anwar, 2023). Nonetheless, the majority of these studies sample profit-oriented organizations, leaving a gap in knowledge for community-based, conservation-driven contexts where reward structures, identity motives, and social norms differ. The CMC dataset presents a relevant empirical testbed for this mediation logic. Internal summary statistics show high measured culture and motivation but heterogeneous performance — a pattern consistent with a mediated model in which OCB is a necessary conduit for cultural and motivational effects to materialize as improved performance (i.e., culture/motivation → OCB → performance). Testing such mediation is therefore both theoretically meaningful and practically urgent for conservation organizations seeking leverage points to boost operational outcomes.

## **2.7 Empirical gaps and contribution of the present study**

Three key gaps motivate the current research. First, most existing tests of culture–OCB–performance models derive from profit sector or large formal organizations; community-based ecotourism, with its hybrid conservation-livelihood mandate, remains underrepresented (Scheyvens, 1999; Honey, 2008). Second, the mechanisms that translate expressed culture and motivation into observable performance are under-specified; OCB is a plausible mediator, but robust field tests in conservation contexts

are rare. Third, measurement validation in small community organizations is limited, so demonstrating reliable instruments and empirically testing mediation in this setting adds methodological value. The present study addresses these gaps by using validated scales, full-population sampling at CMC ( $n = 45$ ), and path-analysis methods to estimate direct and indirect effects of culture and motivation on performance via OCB.

## RESEARCH METHOD

This study uses a quantitative explanatory design to test causal relationships among Organizational Culture ( $X_1$ ), Work Motivation ( $X_2$ ), Organizational Citizenship Behavior (OCB;  $Y_1$ ) and Employee Performance ( $Y_2$ ) in a community-based ecotourism organization. The empirical setting is Clungup Mangrove Conservation (CMC) Tiga Warna; a census (saturated sampling) of the entire staff was conducted ( $N = 45$ ), covering guides, field/technical staff and management. The explanatory design is appropriate because the research investigates directional effects and mediation pathways (culture  $\rightarrow$  OCB  $\rightarrow$  performance; motivation  $\rightarrow$  OCB  $\rightarrow$  performance).

Primary data were collected through a structured, closed-ended questionnaire adapted from validated scales (Schein for culture; Maslow and expectancy concepts for motivation; Podsakoff et al. for OCB; Campbell/Robbins for performance). Items use a five-point Likert scale (1 = Strongly disagree to 5 = Strongly agree). To increase coverage and triangulate self-reports, data collection combined on-site paper surveys, an online Google Form, non-participant observation of routine operations (visitor handling, patrols, communal rituals), and review of internal documents (job descriptions, attendance). Demographic variables (age group, tenure, role, education) were also collected.

Instrument quality was ensured via expert review (content/face validity), item-total correlations (construct validity;  $r$  threshold  $\approx 0.294$  with  $N = 45$ ), and internal consistency (Cronbach's alpha). All scales met conventional psychometric criteria ( $\alpha \geq .80$ ). Data preparation included checks for completeness, minimal missing-data handling (casewise rules or simple imputation where necessary), outlier inspection, and assumption diagnostics (normality, multicollinearity/VIF, heteroskedasticity, Durbin-Watson).

Data analysis followed a clear, reproducible sequence: descriptive statistics and reliability reporting; diagnostic tests; and regression-based path analysis to estimate direct and indirect effects. The mediation test used hierarchical regression: (1) OCB regressed on Organizational Culture and Work Motivation ( $Y_1 = b_1X_1 + b_2X_2 + e_1$ ), then (2) Employee Performance regressed on Organizational Culture, Work Motivation and OCB ( $Y_2 = b_3X_1 + b_4X_2 + b_5Y_1 + e_2$ ). Results report standardized coefficients ( $\beta$ ),  $t$ -statistics,  $p$ -values,  $R^2$ , and decomposition of total/direct/indirect effects. Where possible, bootstrapped confidence intervals for indirect effects (e.g., 5,000 resamples) are recommended for inferential robustness.

Ethical procedures included informed consent, voluntary participation, and confidentiality. Limitations—single-site census (limited external generalizability) and cross-sectional design (limits causal inference)—are acknowledged; mitigation steps were triangulation (observation and documents) and transparent reporting of diagnostics and effect sizes.

**Indicator Table (compact)**

Variable	Key Indicators
<b>Organizational Culture (X1)</b>	Artifacts: uniform/logo, work rituals (gotong royong), physical arrangement. Espoused values: support for conservation mission, reservation & operational policies. Underlying assumptions: teamwork orientation, long-term sustainability priority.
<b>Work Motivation (X2)</b>	Physiological: adequacy of compensation, basic facilities. Safety: job stability, field safety. Social: coworker relationships, sense of belonging. Esteem: supervisor recognition, feedback. Self-actualization: training, meaningful conservation role.
<b>OCB (Y1)</b>	Altruism: helping colleagues voluntarily. Conscientiousness: following procedures beyond minimum. Sportsmanship: accepting extra tasks without complaint. Courtesy: proactive communication to prevent problems. Civic virtue: active participation in organizational activities.
<b>Employee Performance (Y2)</b>	Quality: accuracy and standard of work. Quantity: productivity and timely task completion. Work attitude: responsibility, pride, reliability.

## RESULT AND DISCUSSION

### 4.1 Result

#### 4.1.1 Respondent Characteristics by Age

The study involved all 45 employees of Clungup Mangrove Conservation (CMC) Tiga Warna as research participants, ensuring a complete representation of the workforce. Table 3 presents the demographic distribution by age group.

No	Age Group (Years)	Frequency (n)	Percentage (%)
1	18–23	5	11%
2	24–30	12	27%
3	30–35	6	13%
4	35–40	4	9%
5	40–45	3	7%
6	46–50	2	4%

No	Age Group (Years)	Frequency (n)	Percentage (%)
7	>50	13	29%
	<b>Total</b>	<b>45</b>	<b>100%</b>

*Source: Primary data processed, 2025*

The analysis shows that the largest age group is employees above 50 years old (29%), highlighting the dominance of senior staff who likely bring extensive experience, local knowledge, and long-term commitment to conservation practices. This indicates that CMC benefits from a workforce with strong institutional memory and cultural attachment to the ecotourism mission. The second largest group is aged 24–30 years (27%), representing younger employees who contribute energy, adaptability, and digital fluency in service delivery and visitor interaction. The presence of this cohort suggests the organization is also cultivating a younger generation to sustain long-term operations.

Meanwhile, the mid-career groups (30–35 years = 13%; 35–40 years = 9%; 40–45 years = 7%) collectively account for nearly one-third of the workforce. These employees serve as a bridging generation, balancing the innovative drive of younger staff with the wisdom of older colleagues, ensuring organizational continuity. The smallest group is 46–50 years (4%), suggesting either attrition or fewer employees recruited in this cohort. Although small in number, this age group may still provide critical operational support given their professional maturity.

#### **4.1.2 Validity and Reliability Analysis**

The validity and reliability tests were conducted to ensure the measurement instruments accurately capture the constructs under investigation. With  $N = 45$  respondents ( $df = 39$ ), the critical value for item–total correlation at  $\alpha = 0.05$  is 0.294. All items across the four constructs (Organizational Culture, Work Motivation, Organizational Citizenship Behavior, and Employee Performance) exceeded this threshold, demonstrating adequate construct validity.

Reliability was assessed using Cronbach’s alpha. Results show all scales achieved  $\alpha > 0.80$ , ranging from 0.837 to 0.900, which indicates strong internal consistency. This means the instruments used in this study are both valid and reliable, ensuring robustness in subsequent hypothesis testing.



Table 4. Validity and Reliability of Research Instruments

Construct	No. of Items	Item–Total Correlation Range	Critical $r$ ( $\alpha = 0.05$ , $df = 39$ )	Validity	Cronbach's $\alpha$	Reliability
Organizational Culture (X1)	14	0.321 – 0.682	0.294	Valid	0.837	Reliable
Work Motivation (X2)	14	0.347 – 0.712	0.294	Valid	0.839	Reliable
OCB (Y1)	15	0.355 – 0.721	0.294	Valid	0.900	Reliable
Employee Performance (Y2)	14	0.358 – 0.702	0.294	Valid	0.885	Reliable

Source: Processed primary data, 2025

The results of the validity and reliability testing confirm that the measurement instruments employed in this study are both psychometrically robust and theoretically consistent. With a sample size of 45 respondents ( $df = 39$ ), the minimum threshold for item–total correlation at the 5% significance level is 0.294. The results show that all items across the four constructs—Organizational Culture, Work Motivation, Organizational Citizenship Behavior (OCB), and Employee Performance—exceeded this critical value. This finding implies that every item contributes meaningfully to its respective construct and reflects the theoretical dimension it was designed to measure. No item was excluded, underscoring the internal coherence of the questionnaire.

In terms of reliability, Cronbach's alpha coefficients ranged from 0.837 to 0.900, far above the generally accepted cut-off of 0.70 for exploratory research and even surpassing the stricter 0.80 benchmark for confirmatory studies. Specifically, Organizational Culture ( $\alpha = 0.837$ ) and Work Motivation ( $\alpha = 0.839$ ) demonstrate strong reliability, suggesting stable responses to items that capture cultural values, shared assumptions, and motivational drivers. The OCB construct reached the highest reliability score ( $\alpha = 0.900$ ), indicating that employees consistently interpret items related to altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in a uniform manner. Similarly, Employee Performance ( $\alpha = 0.885$ ) exhibited excellent reliability, confirming that measures of quality, quantity, and work attitude were well understood and consistently evaluated by respondents.

Taken together, these results demonstrate that the instrument used in this research is both valid and reliable. The high construct validity ensures that the questionnaire successfully operationalizes abstract theoretical variables into measurable indicators, while the strong reliability minimizes measurement error and guarantees internal consistency across responses. These psychometric qualities enhance the credibility of subsequent statistical analyses, including regression and mediation tests, by ensuring that observed effects are attributable to genuine

relationships among constructs rather than flaws in measurement. In practical terms, the robustness of these instruments provides confidence that findings regarding the role of culture, motivation, and OCB in shaping performance at Clungup Mangrove Conservation are both empirically trustworthy and theoretically meaningful.

#### 4.1.3 Structure Analysis

The structural model was tested in two stages: (1) the effect of Organizational Culture and Work Motivation on OCB (sub-structure 1), and (2) the combined effect of Organizational Culture, Work Motivation, and OCB on Employee Performance (sub-structure 2). The results are presented in Table 5.

Table 5. Structural Analysis Results

Sub-Structure	Dependent Variable	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	p-value	Durbin-Watson
1	OCB (Y1)	0.812	0.660	0.643	38.978	0.000	1.688
2	Employee Performance (Y2)	0.814	0.662	0.636	25.262	0.000	1.807

Source: *Processed primary data, 2025*

The results of the structural analysis provide strong evidence for the explanatory power of the proposed research model. In sub-structure 1, Organizational Culture and Work Motivation jointly explain 66.0% of the variance in OCB ( $R^2 = 0.660$ ; Adjusted  $R^2 = 0.643$ ). The high multiple correlation coefficient ( $R = 0.812$ ) indicates a strong linear relationship between the independent variables and OCB. The F-test ( $F = 38.978$ ,  $p < 0.001$ ) confirms that the model is statistically significant, meaning that Organizational Culture and Work Motivation together exert a meaningful influence on the emergence of discretionary, extra-role behaviors. The Durbin–Watson value of 1.688 falls within the acceptable range (1.5–2.5), suggesting no serious autocorrelation in the residuals and thereby validating the reliability of the regression estimates.

In sub-structure 2, Organizational Culture, Work Motivation, and OCB collectively account for 66.2% of the variance in Employee Performance ( $R^2 = 0.662$ ; Adjusted  $R^2 = 0.636$ ). This finding underscores the robustness of the model, as more than two-thirds of performance variation is explained by the proposed predictors. The multiple correlation coefficient ( $R = 0.814$ ) reflects a strong association between predictors and performance, while the F-statistic ( $F = 25.262$ ,  $p < 0.001$ ) demonstrates the overall significance of the model. The Durbin–Watson statistic (1.807) again indicates no problematic autocorrelation, enhancing the credibility of the regression results.

Overall, the results suggest that the model has both statistical strength and practical explanatory value. The large  $R^2$  values indicate that the studied variables—Organizational Culture, Work Motivation, and OCB—are not only theoretically relevant but also empirically powerful in predicting employee performance outcomes within the

ecotourism context. The balance between high explanatory power, statistically significant F-tests, and acceptable Durbin–Watson values highlights the robustness of the model, making it a reliable foundation for further hypothesis testing and managerial interpretation.

#### 4.1.4 Path Analysis

The path analysis was conducted to examine both direct and indirect effects among the constructs, with OCB acting as a mediating variable. Table 6 summarizes the results.

**Table 6. Path Analysis Results**

Path	Direct $\beta$	p- value	Indirect $\beta$	Total $\beta$	Mediation Type
<b>Organizational Culture → OCB</b>	0.342	0.007	–	0.342	–
<b>Work Motivation → OCB</b>	0.584	0.000	–	0.584	–
<b>Organizational Culture → Performance</b>	0.070	0.503	0.155	0.224	Full mediation
<b>Work Motivation → Performance</b>	0.341	0.035	0.264	0.605	Partial mediation
<b>OCB → Performance</b>	0.453	0.008	–	0.453	–

\*Significant at  $\alpha=0.05$ .

Source: *Processed primary data, 2025*

The path analysis results provide compelling evidence for the role of OCB as a mediator in the relationship between organizational antecedents (culture and motivation) and employee performance.

First, Organizational Culture significantly predicts OCB ( $\beta = 0.342$ ,  $p = 0.007$ ), indicating that a strong, cohesive culture fosters higher levels of discretionary and voluntary behaviors among employees. Similarly, Work Motivation strongly predicts OCB ( $\beta = 0.584$ ,  $p < 0.001$ ), showing that motivated employees are more likely to go beyond formal job requirements, contributing positively to organizational functioning.

When examining the link to performance, Organizational Culture does not exhibit a significant direct effect on Employee Performance ( $\beta = 0.070$ ,  $p > 0.05$ ). However, it exerts a significant indirect effect via OCB ( $\beta = 0.155$ ), resulting in a total effect of  $\beta = 0.224$ . This pattern confirms that the influence of culture on performance is fully mediated by OCB. In other words, organizational culture improves performance not directly, but by encouraging employees to engage in extra-role behaviors that ultimately enhance outcomes.

In contrast, Work Motivation has both a significant direct effect on performance ( $\beta = 0.341$ ,  $p = 0.035$ ) and a significant indirect effect through OCB ( $\beta = 0.264$ ), producing a total effect of  $\beta = 0.605$ . This indicates partial mediation, where motivation drives

performance directly through effort and persistence, while also indirectly boosting it by stimulating OCB.

Finally, OCB itself is a significant predictor of Employee Performance ( $\beta = 0.453$ ,  $p = 0.008$ ). This confirms OCB as a central mechanism that translates organizational conditions into tangible performance outcomes. Taken together, these findings underscore the critical mediating role of OCB. Organizational culture enhances performance only through OCB, whereas work motivation impacts performance both directly and indirectly. The results highlight that fostering a strong culture and sustaining motivation are effective strategies, but their performance benefits are realized most fully when employees actively engage in OCB.

#### 4.1.5 Hypothesis Analysis Results

The hypothesis testing was conducted to determine the significance of direct relationships among constructs in the research model. The results are presented in Table 7.

Table 7. Hypothesis Testing Results

Hypothesis	Path	$\beta$	P-value	Decision
H1	Organizational Culture $\rightarrow$ OCB	0.342	0.007	Supported
H2	Work Motivation $\rightarrow$ OCB	0.584	0.000	Supported
H3	Organizational Culture $\rightarrow$ Employee Performance	0.070	0.503	Not Supported
H4	Work Motivation $\rightarrow$ Employee Performance	0.341	0.035	Supported
H5	OCB $\rightarrow$ Employee Performance	0.453	0.008	Supported

Source: Processed primary data, 2025

\*Significant at  $\alpha = 0.05$ .

The hypothesis testing results provide nuanced insights into how organizational factors shape performance through direct and indirect mechanisms. H1 is supported: Organizational Culture significantly predicts OCB ( $\beta = 0.342$ ,  $p = 0.007$ ), confirming that shared norms, values, and assumptions encourage employees to engage in extra-role behaviors. This indicates that culture, as a collective force, functions less as a direct driver of task outcomes and more as a foundation that shapes discretionary contributions.

H2 is supported: Work Motivation exerts a strong, significant effect on OCB ( $\beta = 0.584$ ,  $p < 0.001$ ). This result implies that motivated employees are more inclined to voluntarily assist colleagues, take initiative, and display civic responsibility—behaviors that sustain the functioning of community-based ecotourism organizations. H3 is not supported: Organizational Culture does not significantly influence Employee

Performance directly ( $\beta = 0.070$ ,  $p = 0.503$ ). This suggests that culture, while important, does not automatically translate into measurable performance outcomes without being channeled through OCB. In other words, culture operates as a latent driver whose effects are manifested indirectly.

H4 is supported: Work Motivation positively and significantly impacts Employee Performance ( $\beta = 0.341$ ,  $p = 0.035$ ). This demonstrates that motivation translates into both effort and persistence, directly contributing to higher quality and quantity of work. H5 is supported: OCB significantly predicts Employee Performance ( $\beta = 0.453$ ,  $p = 0.008$ ). This finding validates OCB as a critical mediator and performance lever, confirming that voluntary, discretionary contributions have tangible impacts on organizational outcomes.

In summary, the hypothesis testing indicates that culture influences performance indirectly through OCB, while motivation exerts both direct and indirect effects. This configuration underscores the centrality of OCB as a transmission mechanism that converts organizational conditions into performance outcomes, highlighting the dual necessity of cultivating a supportive culture and maintaining strong employee motivation in order to achieve sustainable organizational effectiveness.

#### **4.2 Analysis/Discussion**

The findings of this study highlight the intricate relationships between organizational culture, work motivation, organizational citizenship behavior (OCB), and employee performance within the context of Clungup Mangrove Conservation (CMC) Tiga Warna. The analysis reveals that organizational culture plays a significant role in shaping OCB, indicating that when employees internalize shared values, beliefs, and collective assumptions, they are more likely to engage in discretionary and voluntary behaviors that exceed formal job descriptions. This result resonates with previous studies in the hospitality sector, which have consistently demonstrated that a strong and cohesive organizational culture stimulates employees to exhibit behaviors such as altruism, conscientiousness, and civic virtue, thereby enhancing collaborative work environments (Astry, Natsir, & Sumarsono, 2023). Work motivation was also found to be a powerful driver of OCB, suggesting that motivated employees are inclined to contribute beyond the minimum required tasks, a finding that corroborates earlier research in the banking industry in Bali where work motivation and OCB jointly influenced employee performance (Suryani, Supartha, Saraswaty, & Wendikasari, 2025).

Interestingly, the effect of organizational culture on employee performance was not observed as a direct relationship. Instead, its influence was realized through OCB, thereby confirming that culture alone does not automatically translate into improved performance; rather, it requires behavioral expressions manifested through OCB to make its influence tangible. This insight aligns with research in Indonesian

organizational settings where the effectiveness of culture in enhancing performance is mediated by employee behavior, indicating that culture must be behaviorally enacted to yield measurable outcomes (Hamzah, Nasir, & Muliyadi, 2024). In contrast, work motivation demonstrated both a direct influence on employee performance and an indirect effect through OCB. This suggests that motivation contributes to performance not only by energizing effort and persistence but also by shaping employees' willingness to engage in voluntary and cooperative behaviors that strengthen organizational functioning.

Furthermore, OCB itself emerged as a strong predictor of employee performance, confirming its role as a critical behavioral mechanism that links organizational antecedents to performance outcomes. Employees who demonstrate altruism, courtesy, and civic responsibility directly enhance the quality, quantity, and reliability of organizational outputs. This finding echoes prior studies across the service and ecotourism industries that underscore OCB as a determinant of both individual and collective performance (Astry et al., 2023; Suryani et al., 2025). The evidence from CMC Tiga Warna therefore contributes to the growing body of literature by confirming that OCB is not merely an outcome of organizational conditions but a strategic lever through which culture and motivation translate into performance improvements.

Taken together, the results demonstrate that organizational culture and work motivation are indispensable, but their effects are not uniform. Culture's role is indirect and depends heavily on whether it fosters OCB, while motivation exerts dual influences both directly on performance and indirectly through OCB. This nuanced configuration emphasizes the need for managers in community-based ecotourism settings to not only articulate and strengthen organizational culture but also to actively motivate employees through recognition, fair rewards, and opportunities for self-actualization, while simultaneously cultivating OCB as a behavioral norm. By doing so, organizations can build a workforce that is both motivated and behaviorally aligned with organizational values, ensuring sustainable performance outcomes.

## **CONCLUSION**

This study provides valuable insights into the dynamics of organizational culture, work motivation, and organizational citizenship behavior (OCB) in shaping employee performance within the unique setting of community-based ecotourism at Clungup Mangrove Conservation (CMC) Tiga Warna. The analysis demonstrates that organizational culture, while crucial in defining values and norms, does not automatically lead to improved performance unless it is channeled through OCB. In contrast, work motivation exerts a more immediate effect on performance but is simultaneously amplified when it fosters citizenship behaviors. OCB therefore emerges as the pivotal bridge, transforming cultural alignment and motivational energy into tangible contributions to performance outcomes. The findings reaffirm that in people-

centered organizations such as ecotourism, performance is not merely the product of formal systems or individual effort, but is deeply rooted in the willingness of employees to go beyond prescribed roles and act in ways that support both collective goals and sustainable practices.

The theoretical contribution of this research lies in confirming the mediating role of OCB in contexts where community values and conservation principles strongly define organizational life. It strengthens existing literature that emphasizes OCB as a behavioral expression of culture and motivation, extending these insights into the ecotourism sector, which has rarely been the focus of such analysis. At the same time, the practical implications are profound for managers and practitioners: strengthening organizational culture must be accompanied by efforts to encourage citizenship behaviors, and motivating employees requires more than just fulfilling basic needs—it must also foster pride, recognition, and a sense of meaningful contribution to environmental and social sustainability. In doing so, organizations like CMC can ensure that their performance is not only effective in operational terms but also consistent with their broader mission of conservation and community empowerment.

Ultimately, this study underlines that sustainable performance in ecotourism is best achieved when culture, motivation, and OCB are aligned. Culture provides the normative framework, motivation drives individual energy and persistence, and OCB ensures that these forces are translated into collective, voluntary behaviors that elevate organizational outcomes. The interplay of these factors illustrates that performance is not a linear product of managerial control, but rather an emergent property of shared values, personal drive, and voluntary commitment to go beyond formal duties. By nurturing these elements holistically, community-based organizations can build resilient systems that deliver consistent performance while sustaining the delicate balance between economic activity, environmental conservation, and social responsibility.

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