

Received: April 11, 2022

Revised: March 21, 2022

Accepted: July 30, 2022

*Corresponding author: Agus Widarko,
Department of Management, Faculty
of Economic and Business, Universitas
Islam Malang, Malang, Indonesia

E-mail: aguswidarko_fe@unisma.ac.id

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable

Agus Widarko^{1*}, M. Khoirul Anwarodin Brotosuharto

¹ Department of Management, Faculty of Economic and Business, Universitas Islam Malang, Malang, Indonesia. Email: aguswidarko_fe@unisma.ac.id¹, muhammadkhoirul_fe@unisma.ac.id²

Abstract: The purpose of this study was to analyze the effect of work motivation, organizational culture, organizational citizenship behavior on civil servant (ASN) performance. The sample size is 236 ASN respondents from Blitar Regency, East Java Province, Indonesia. The sampling method used is stratified proportional random sampling, which involves taking samples from the existing area and selecting progressively smaller or larger sizes. After that, it is calculated using Random Sampling using the Slovin Formula. The study stated that motivation directly affects organizational citizenship behavior (OCB). Employees with high intrinsic motivation impact organizational citizenship behavior (OCB) better because they show an attitude of working more than other employees as a form of their perspective of responsibility. Organizational culture has no direct effect on organizational citizenship behavior (OCB). Motivation directly affects performance. ASN performance is directly affected by organizational citizenship behavior. The role of OCB in mediating organizational culture on performance is not fully capable of intervening. The results of this study support the theoretical implications, namely the stronger organizational citizenship behavior (OCB), and supported by good employee work motivation; work behavior will increase. Apart from that, managerially, management can benefit from the results of this study by utilizing a combination of variables.

Keywords: Work Motivation, Organizational Culture, Organizational Citizenship Behavior (OCB), Work Performance.

JEL Classification Code: D23, J33, J28, P47

1. Introduction

The State Civil Apparatus (ASN) is a civil servant and a government employee with a work agreement appointed by a staffing officer, assigned tasks in a government position, or entrusted with other state duties and paid according to the laws and regulations. Civil Servant Management is the management of civil servants to produce professional servants who have fundamental values and professional ethics and are free from political intervention, corrupt practices, collusion, and nepotism. ASN is a resource of the state apparatus in charge of providing services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks based on loyalty and obedience to Pancasila and the 1945 Constitution. The position and role of civil servants in Indonesia are significant in running a clean and authoritative government. Therefore, the administration of government requires people who have high integrity.

In line with the service to the Regional Government (PEMDA), it needs and continues to be improved following the applicable rules and regulations and with an understanding to improve the performance of ASN. The facts show that the local government, through the existing regional apparatus units, has provided various assistance to support the implementation of the work, including providing official vehicles for echelon II, III, and IV officials, buses between Pick up employees every working day and provide official housing for ASN. With such support, it is hoped that ASN will be disciplined in their work and continue to improve their performance. Governance can be judged from

the reflection of the achievement of performance. The performance of ASN in good governance results from a clean and authoritative apparatus by the work achieved. The organizational arrangement of the Boalemo Regency Government, in general, is not optimal; this is due to, among others: a mismatch between employee abilities and work demands, a lack of a culture of cooperation between employees and organizational leaders, less than the optimal organizational ability to accommodate change, availability of infrastructure has not followed the development of science and technology, lack of trust building. Thus, a more comprehensive and sustainable treatment is needed to improve the quality and productivity of employees' work by optimizing the use of available resources to achieve the organization's vision and mission so that it can be helpful to the community. This study aims to know the relationship between variables, especially the influence of work motivation, organizational culture, and employee performance mediated by Organizational Citizenship Behavior (OCB). Furthermore, the research problem formulation can be stated as follows: (1). Does work motivation affect Organizational Citizenship Behavior (OCB) (2). Does organizational culture affect Organizational Citizenship Behavior (OCB); (3). Does work motivation affect the performance of ASN; (4). Does organizational culture affect the performance of ASN (5). Does OCB affect the performance of ASN (6). Is OCB able to mediate the effect of work motivation on ASN performance (7). Is OCB able to mediate the influence of organizational culture on ASN performance? Thus, the novelty of this research theoretically the findings of this study are expected to provide benefits. In the development of human resource management theory related to the study of motivation and organizational culture that affects Organizational Citizenship Behavior (OCB) and ASN performance later, the results of this study are expected to be one of the references for decision-makers in Regency/City Government organizations. Meanwhile, practically the results of this study are expected to contribute to: Regarding concepts or theories regarding work motivation and organizational culture on organizational citizenship behavior (OCB) and ASN performance. Contribute thoughts to the government bureaucracy regarding Organizational Citizenship Behavior (OCB) and ASN performance and enrich scientific treasures in the field of Human Resource Management that can be used as a reference for future researchers.

2. Literature Review

2.1. Work Motivation Theory

Motivation relates to the effort a person puts into pursuing a goal. Motivation is closely related to the worker or employee satisfaction and job performance). According to (Hu et al., 2022), this motivation is essential for managers because, by definition, managers must work with others. Managers must understand certain people's behaviors to influence them to work according to the organization's needs. Motivation is the skill of directing employees to want to work successfully to achieve the wishes of the employees and organizational goals. Motivation is a hidden force that causes or encourages us to behave or act a certain way. Sometimes motivation is instinctive (influenced by instinct), and sometimes it arises from rational decisions (Padave et al., 2021). Motivation is a psychological condition resulting from the interaction. Employee needs and external factors that affect an employee's behavior (Yang et al., 2021). Motivation is a mental state and human attitude that provides energy encourages activity and directs behavior towards satisfying needs. Schwepker & Dimitriou (2021) suggests explanation as an impulse that exists in a person to behave to achieve a specific goal by trying to cause certain conditions in him so that their behavior is directed to the desired destination. Motivation is the driving force that will realize a behavior to achieve the goal of self-satisfaction. Motivation is formed from an employee's attitude in dealing with work situations. Motivation is a desire in a person that causes that person to act. People usually serve for a reason to achieve a goal. So, motivation is a drive that is governed by a plan and rarely appears in a vacuum. The words need, desire, desire, and purpose are all like the motive from which the phrase "motivation" comes (Gilson et al., 2005). According to Tian et al. (2016), motivation is a skill in directing employees and organizations to work successfully so that employees' wishes, and organizational goals can be simultaneously achieved. Herzberg's motivation theory, or "hygiene," assumes that one group of factors, the motivators, provides a high level of motivation. Another group of hygiene factors, or

maintenance factors, can cause job dissatisfaction. Gawel (1997) saw that it had been carried out on one. Research unit, namely as a factor-attitude-effect complex (FA-E).

2.2. Organizational culture

Organizational culture is a shared value system in an organization that becomes a reference for how employees carry out activities to achieve organizational goals or ideals. It is usually stated as the organization's vision, mission, and goals. Organizational culture is developed from a collection of norms, values, beliefs, expectations, assumptions, and philosophies of the people in it. Therefore, it is not surprising that it is later seen clearly in the behavior of individuals and groups. According to the Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 39/2012 concerning Guidelines for the Development of Work Culture, organizational culture is also the basis of practice within the organization, including how members of the organization complete work and interact with one another. Organizational culture grew into a control mechanism, influencing how employees interact with stakeholders outside the organization. Changes in corporate culture affect changes in employee behavior in the organization. Changes in organizational culture apply from the highest level to the smallest unit in the organization. The behavior of organizational leaders largely determines success in developing and fostering corporate culture. In the development of organizational culture, it is almost always ensured that organizational leaders become change agents. As a change agent, one of the significant contributions expected is to act as a role model. In everyday life, a person cannot be separated from their environment. His environment will also shape a person's personality. For that personality to lead to positive attitudes and behavior, of course, it must be supported by a recognized norm of truth and obeyed as a guide in acting. Humans or someone in organizational life tries to determine and form something that can accommodate the interests of all parties so that in carrying out their activities, they do not clash with everyone's various attitudes and behaviors. What is meant is none other than the culture in which the individual is located, such as values, beliefs, assumptions, expectations, etc. The bureaucratic culture is divided into several parts, with a clear distinction between rights and obligations. Innovative culture always acts creatively, is results-oriented, and can overcome challenges in the world of work. A supportive culture describes a form of cooperation that prioritizes common interests. According to (Taghipour & Dejban, 2013); (Niar, 2022; Saraswati, 2022), culture can be defined as knowledge acquired to interpret experiences and produce social behavior. Organizational culture is the norms and values that direct the conduct of corporate members. Each member will behave with the prevailing culture to be accepted by the environment (Azizah et al., 2022; Hasrat & Rosyadah, 2021; Mahmoud et al., 2016; Marpaung et al., 2021). Organizational culture does not have the same effect on the formation of the behavior of each organization member. There are strong cultures, and there are weak cultures. If the culture is firmly held by most members of the organization and is guided in every action, then the culture is said to be strong. Employees are more committed, and vice versa, depending on several factors, such as organizational capacity, the length of time the organization has existed, turnover of executive members, and the origin of the culture (Abdelzاهر et al., 2017; Taghipour & Dejban, 2013; Tsai et al., 2007). So organizational culture is related to values, habits, ways of working, ceremonies, and traditions, which are accepted by members of the organization as a system of shared meaning, as specific characteristics (identity) that distinguish them from other organizational elements. This system of shared sense is a set of parts always found when observed. When observed, this is a set of features that are always found in an organization and are usually used as unwritten norms but are held and implemented daily.

2.3. Organizational Citizenship Behavior (OCB)

Human Resources. Humans are used as subjects and objects in HR research to look for new things that can be used as a source of increasing human abilities. One of the unique aspects revealed about humans is OCB (Organizational Citizenship Behavior). According to (Buil et al., 2019; Tremblay & Simard, 2018; Yang et al., 2021), Organizational Citizenship Behavior is an individual's contribution to exceeding the demands of the role in the workplace. This OCB involves several behaviors, including

Behavior like helping others, volunteering for extra tasks, and obeying the rules and procedures in the workplace. This behavior illustrates the added value of employees, which is one form of prosocial behavior, namely positive, constructive, and meaningful social behavior to help. Organizational citizenship behavior (OCB) is often defined as the behavior/attitude of workers that exceeds the requirements where their formal roles are not directly visible and are recognized by the official/standard compensation/reward system, which can facilitate organizational functions (Guan & Frenkel, 2019). Corporate citizenship involves several behaviors, including helping others, volunteering for extra tasks, and obeying the rules and procedures in the workplace. Tremblay & Simard (2018) defines organizational citizenship behavior as individual behavior that is free, not directly or explicitly related to the reward, and can improve the effective functioning of the organization. The Organ also noted that Organizational Citizenship Behavior (OCB) was an alternative explanation for performance. Organ states that a sufficient basis does not support this definition that a person's "job role" depends on expectations and communication with the sender. Based on the research results, the problem of organizational citizenship behavior has been studied by many experts because this behavior is considered very important/vital to an administrative function.

One of the researchers, Luu (2020), With his research results, he states that organizations depend on the contributions of employees who work beyond what is required by the task to function effectively. Furthermore, only a few theoretical studies examine the relationship between antecedents, namely organizational citizenship behavior and employee performance. In the opinion of Kanat-Maymon et al. (2018), there are two divisions of OCB, namely:

1. OCB-O is a behavior that provides benefits to the organization in general. For example, attendance at work exceeds the provisions of established norms and obeys informal rules (not written) to maintain order.
2. OCB-I is behavior that directly contributes to the organization, for example, assisting colleagues/colleagues absent from work and giving more attention to other employees. The two categories of OCB are behaviors that are very beneficial to the organization, although they are not required normatively because they are not officially described jobs. Therefore, such behavior is referred to as extra-role behavior. Meanwhile, Tremblay & Simard (2018) suggests that altruism, courtesy, peace-making/peacekeeping, and cheerleading are included in the OCB-I category, while conscientiousness, civic virtue, and sportsmanship are in the OCB-O category.

This assumption enables us to show that power-oriented people may have higher self-monitoring. An important thing. Employees will quickly learn and respond. Employees are always power-oriented to calculate opportunity with their behavior, then fight "for the organization" if it helps them achieve their agenda.

2.4. Indonesian Civil Servant Performance Theory

ASN is a civil servant and a government employee with a work agreement appointed by a staffing officer and assigned tasks in a government position or entrusted with other state duties and paid according to the laws and regulations. Civil Servant Management is the management of civil servants to produce professional servants who have fundamental values and professional ethics and are free from political intervention, corrupt practices, collusion, and nepotism. ASN is a resource of the state apparatus in charge of providing services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks based on loyalty and obedience to Pancasila and the 1945 Constitution. The position and role of civil servants in Indonesia are significant in running a clean and authoritative government. Therefore, the administration of government requires people who have high integrity. Fehr et al. (2019) argue that there are several criteria for measuring individual employee performance, including quality, quantity, punctuality, effectiveness, independence, and work commitment. So, some literature explains that if the relationship between performance measurement and strategy is meaningful and effective, there is consistency in decision-making and action. Such consistency can only be achieved in a volatile and complex environment by developing more comprehensive performance measures. This measurement

must include dimensions such as financial, non-financial, tangible (concrete aspects), intangible (abstract aspects), mechanical, and organic. Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and following morals and ethics. According to Grinstein (2008), employee performance is a record of producing results on a specific job function or activity over a certain period. So, performance is the level of success employees achieve in carrying out a work activity by referring to the tasks that must be done. This understanding means that every employee must be aware that his work is producing results. So, performance can be interpreted as the result of work or workability shown by a person, group of people (organization), or a job at a particular time. Performance can be a product of work activities in the form of behavior, skills, facilities, and Specific skills that can support the achievement of organizational goals and objectives. Akob et al. (2020) say that an effective performance appraisal system must identify performance following standards, measure the criteria that must be measured, and then provide feedback/information to employees/employees and personnel. This performance appraisal is critical, so it needs to be carried out carefully because errors in its implementation will affect the overall mechanism for organizing company activities. Furthermore, they state that the primary purpose of performance appraisal is to raise employees' spirit (motivation) in achieving organizational goals—to comply with predetermined standards of behavior to obtain desired results and actions.

2.5. Conceptual Framework

The conceptual framework is a description of the variables studied. In this study, two variables were observed: the independent variable, the intermediate variable, and the dependent variable. The independent variables in this study consist of work motivation and organizational culture, the intermediate variable is employee performance, and the dependent variable is OCB. The conceptual framework of this study was taken from the phenomenon that occurred in the Regional Government of Blitar Regency, East Java Province, Indonesia, that improved ASN performance; it can be done by looking at the variables of work motivation and organizational culture. and OCB. This research consists of variables of work motivation (X_1), organizational culture (X_2), OCB (Y), and ASN performance (Z). The object of this research is the Government of Blitar Regency, East Java Province, Indonesia, which shows a gap that employees who work in the office have not been able to offer the best ASN performance, which has an impact on increasing OCB and ASN performance. The success or failure of ASN performance that an organization has achieved can be influenced by the performance of the employees, both individually and in groups, with the assumption that the better the employee's performance, the better the organizational performance is expected. The performance of an ASN in an organization has a close relationship because the achievement of organizational goals cannot be separated from the resources owned by the organization so that they can play an active role as actors in achieving organizational goals. In line with the research objectives and the support from several previous researchers in referring to this research with the concept of the relationship in question, a theoretical and empirical basic conceptual framework can be made, which is a conceptual framework in a study. The conceptual framework in question is shown in Figure 1. Based on the problem formulation and the description of the conceptual framework, the proposed hypothesis is:

- H1: There is a positive and significant influence of work motivation on OCB
- H2: There is a positive and significant influence of organizational culture on OCB
- H3: There is a positive and significant influence of work motivation on ASN Performance
- H4: There is a positive and significant influence of organizational culture on performance ASN
- H5: There is a positive influence between OCB on ASN Performance
- H6: There is a positive and significant influence on work motivation on ASN performance mediated by OCB
- H7: There is a positive and significant influence on organizational culture on ASN performance

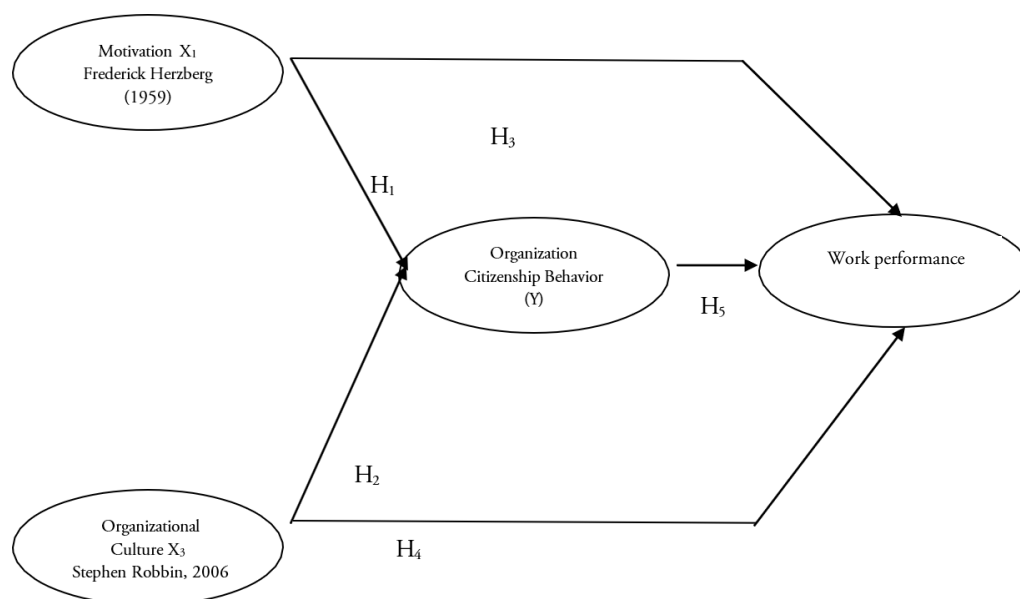


Figure 1: Conceptual Framework

3. Research Method and Materials

3.1. Sample Criteria

The population in this study was all ASN in Blitar Regency, East Java Province. The sample of this study is part of the population taken as a source of data and can represent the entire population. So that the number of samples is not too large, then the stratified proportional random sampling by determining the piece based on the Slovin formula (Indarti et al., 2017) so that it can allow the model to be said to be representative, where from the total population of 1,569 people with 6% precision, the sample size description is 236 people/respondents. The sampling method used is stratified proportional random sampling, which involves taking samples from the existing area and selecting progressively smaller or larger sizes. After that, it is calculated using Random Sampling using the Slovin Formula. Multistage Cluster Sampling was used because not all the ASN in this study were sampled in Blitar Regency, East Java Province.

3.2. Data analysis

Research data will be analyzed with statistical analysis tools through Structural Equation Modeling (SEM). The following are the stages of data analysis in research.

a. Validity and Reliability Test

The validity test is used to determine the respondent's interpretation of each statement item contained in the research instrument and whether the performance of each respondent is the same or not. Measured variables are valid if they have a correlation coefficient of 0.3 (Ghozali, 2013). They tested the instrument's validity using a computer program with the SPSS 21.0 package. Reliability is a measure of the internal consistency of the indicators of a construct that shows the degree to which each of these indicators indicates a common construct or latent factor (Ferdinand, 2002). The Cronbach's Alpha coefficient variables can be declared reliable if Cronbach's Alpha Coefficient is more significant than 0.60, meaning that the reliability level of 0.60 indicates a construct's reliability. The data that has been collected is analyzed by SEM using the AMOS program. At the same time, for developing a complete SEM model, the following steps need to be taken development of a theoretical model, selecting an Input Matrix and Model Estimation, Researching the emergent Identification Problems, and Forming a Path Diagram. The story of the path diagram can be seen in the figure 1 below:

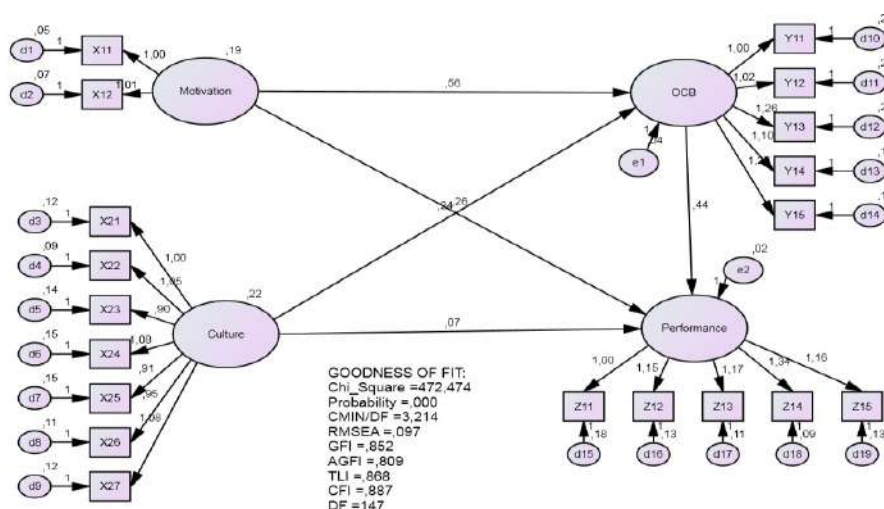


Figure 2: Path Diagram

The equations specify the measurement model defined by the variables that measure the construct and specify a series of matrices showing the hypothesized correlations between variables. In this study, the endogenous latent variables are motivation and organizational culture, while the exogenous variables are OCB and employee performance.

$$\text{OCB} = \beta_1 \text{Motivation} + \beta_2 \text{Organizational Culture} + z_1 \text{Employee Performance} = \alpha_1 \text{Motivation} + \alpha_2 \text{Organizational Culture} + \alpha_3 \text{OCB} + z_2$$

b. Goodness-of-fit Criteria Evaluation

The model that has a model goodness level is a significant model based on several measurements, namely: Chi-Square; RMSEA (The root mean square error of approximation); GFI (Goodness of Fit Index); AGFI (Adjusted Goodness of Fit Index); CMIN/DF (Minimum Discrepancy Function); TLI (Tucker Lewis Index); CFI (Comparative Fit Index).

c. Model Interpretation and Modification

At this stage, the developed model will be interpreted, and modifications will be made for models that do not meet the testing requirements. The need to modify a model can be seen. Improvements need to be considered if the number of residuals is greater than 5 percent of all residuals generated by the model. If the way to modify is to add a new path to the estimated model (Hair, 1995); modifications can be made using the help of a modification index.

3.3. Operational Variables and Measurement

Motivation indicators, consist of extrinsic condition indicators (X1.1), including wages, job security, working conditions, status, procedures, quality of supervision, and quality of personal relationships. Intrinsic indicators (X1.2) consist of achievement, recognition, appreciation, praise, responsibility, the progress of the employee himself, and the possibility of developing. The indicators of this research are taken from the main characteristics (primary), which is the essence of organizational culture include indicators of innovation and risk-taking (X2.1), consisting of innovating, taking risks, and indicators of attention.2.2to detail (X_i), consisting of detailed activities, The systematic results orientation indicator (X2.3) is the extent to which management focuses on results rather than on the techniques and processes used to achieve those results, covering the following question items: Results achieved and time wasted; The people orientation indicator (X2.4), the extent to which management decisions take into account the impact of outcomes on people within the organization, includes the following question items: Treatment of the institution, attention of the institution; The team orientation indicator (X2.5), the extent to which work activities are organized

on a team basis, not on an individual basis, includes the following question items: Working in a team is more effective, Teamwork; the aggression indicator (X2.6) consists of new ideas, measuring ability; The indicator of stability and stability (X2.7) consists of a built system and a priority scale. Variable Organizational Citizenship Behavior is calculated using five indicators; each indicator consists of several items referring to organizational citizenship behavior which includes: Caring for others (altruism) consists of helping colleagues whose work is overloaded and helping do the work of coworkers when they are not logged in. Policy behavior (civic virtue) consists of not using office facilities for personal gain, making judgments in assessing what is best for the organization, Conscientiousness of employees, complying with work discipline, and not spending time on conversations outside of work. Courtesy, paying attention to functions that help the image and assisting other units that have problems related to work; The attitude of not complaining (sportsmanship) is the willingness to tolerate without complaining, not finding fault, and not exaggerating problems. The performance of the ASN is the highest achievement in three interrelated elements, namely skills, efforts, and external ability to achieve goals. Bernardin and Russel (2002) state that indicators of performance are quality. Quality indicators include doing the job carefully, being able to master the task well, and working according to quality standards and work procedures. The quantity indicators include the level of achievement of the volume of work following expectations, doing work effectively and efficiently, and completing work consistently on the initiative. Punctuality consists of using time efficiently, determining work priorities effectively, and completing work on time so as not to pile up. Attendance, namely attendance indicators, includes being present at the office according to working hours, completing tasks before the deadline, and not leaving the office except for work needs. Cooperation Indicators of cooperation include the willingness to participate and cooperate, the existence of collaboration between leaders and subordinates, and the ability to coordinate and cooperate.

4. Results and Discussion

4.1. Characteristic of Respondent

Table 1: Characteristics of Respondents based on Gender, Age, Work Period, Rank/Class, and Education Level

No	Characteristics of respondents	Frequency	(%)
1	Gender		
	Man	169	71.6
	Perempuan	67	28.4
2	Age (Years)		
	21 – 30	44	18.6
	31 – 40	78	33.0
	41 – 50	62	26.3
	>50	52	21.9
3	Years of service		
	< 5	31	13.1
	6 – 10	69	29.1
	11 – 20	66	27.9
	21 – 30	60	25.4
	>30	10	4.2
4	Rank/Class		
	II	33	14.1
	III	175	74.2
	IV	28	11.9
5	Education Level		
	Senior High School	45	19.1
	Diploma I/II/III	16	6.8
	Bachelor	135	57.2
	Magister	40	19.1

Based on Table 1, it is explained that gender shows that most of the respondents are male, namely 71.6%, while the remaining 28.4% are female. This is quite reasonable for many men because it is

related to work. Based on the age of the respondents, most of them were 31-40 years old, namely 78 respondents or 33.0 percent, 41-50 years old were 62 respondents or 26.3 percent, respondents aged >50 years were 52 respondents or 21.9 percent, the smallest were respondents aged 21 – 30 years of 44 respondents or 18.0 percent. From the table above regarding the age of the respondents, some employees will enter retirement where their age is classified as less productive. From the data above, it is evident that some of the HR data of the ASN in Blitar Regency, East Java Province, it can be concluded that most employees will enter retirement or can be categorized at an unproductive age. Hence, it isn't easy to improve their performance because they do not focus on carrying out their daily work. The duration of the service period shows that respondents' mastery of work and insight into government activities is excellent because the longer the employee works, the more they understand their duties and responsibilities. In Table 1, it can be explained that many respondents worked for 6-10 years, 69 respondents or 29.1 percent, respondents, worked for 11-20 years, 66 respondents or 27.9 percent, then worked for 21-30 years, and as many as 60 respondents. or 25.4 percent. Employees who worked for <5 years were 31 respondents or 13.1 percent, and employees whose tenure was >30 years were ten respondents or 4.2 percent. The explanation above can illustrate that most of the respondents have a good understanding of the tasks and jobs they handle and have good insight into the work activities of the ASN in Blitar Regency, East Java Province.

Class or rank is one of the respondents' identities that can describe an employee's position, which can be measured based on the level of education when he was first appointed as the basic rank of his tenure. This rank/group concerns the status of the existence of an employee who is expected to increase morale. From table 5.7, the characteristics of the number of employees in the Blitar District Government who became respondents were group III as many as 175 respondents or 74.2 percent, and group II as many as 33 respondents or 14.1 percent, group IV as many as 28 respondents or 11.9 percent. So, it can be concluded that the ASN in Grup V Regency Province who are respondents are generally group III and already have sufficient experience and ability, both in carrying out their primary duties and functions as a ASN in Blitar Regency, East Java Province. The level of education is used as one of the demographic aspects because education has an influence on increasing personal abilities, which is one of the independent variables in the research model. The better the level of education of an ASN, it can be concluded that the employee has better personal abilities and will have an impact on his performance. The level of education shows that most undergraduate graduates (S1) are 57.2%, high school graduates are 18.9%, while the Magister (S2) graduates are 16.7%. At the same time, the smallest number is Diploma graduates, which is 7.3%; this illustrates that most respondents can think to carry out predetermined daily tasks.

4.2. Validity and reliability tests

Instrument testing is carried out to test whether the instrument used in this study meets the requirements of a suitable measuring instrument or follows the standard research method. Given the data collection in this study using a questionnaire, the seriousness or sincerity of the respondents in answering the questions is an essential element in the study. The validity or validity of research data from a social perspective is primarily determined by the instrument used. An instrument is said to be good if it meets three main requirements, namely: (1) valid or valid, (2) reliable or reliable, and (3) practical (Cooper & Seindler, 2003). The study results will not describe the actual situation if the measuring instrument used is invalid, unreliable, or reliable. The results of testing the validity and reliability of the device, the summary of which is presented in Table 2 below:

Table 2: Recapitulation of the Validity and Reliability of Research Instruments

Variables	Variable Indicator	Item	Correlation Coefficient (r)	Sig.	Result	Cronbach Alpha	Result
Motivation (X1)	Extrinsic Motivation	X11	0.937	0.000	Valid	0.867	Reliable
	Intrinsic Motivation	X12	0.943	0.000	Valid		
	Innovation and Risk Taking	X21	0.835	0.000	Valid	0.923	Reliable
	Attention	X22	0.866	0.000	Valid		

Variables	Variable Indicator	Item	Correlation Coefficient (r)	Sig.	Result	Cronbach Alpha	Result
Organizational Culture (X ₂)	Result Orientation	X23	0.789	0.000	Valid		
	People Orientation	X24	0.835	0.000	Valid		
	Team Orientation	X25	0.785	0.000	Valid		
	Aggressive	X26	0.832	0.000	Valid		
	Stability	X27	0.852	0.000	Valid		
OCB (Y)	Altruism	Y11	0.484	0.000	Valid	0.823	Reliable
	Civic Virtue	Y12	0.580	0.000	Valid		
	Conscientiousness	Y13	0.568	0.000	Valid		
	Courtesy	Y14	0.610	0.000	Valid		
	Sportmanship	Y15	0.624	0.000	Valid		
Performance (Z)	Quality of work	Z11	0.385	0.000	Valid	0.846	Reliable
	Working quantity	Z12	0.631	0.000	Valid		
	Punctuality	Z13	0.609	0.000	Valid		
	Presence	Z14	0.611	0.000	Valid		
	Cooperation	Z15	0.545	0.000	Valid		

As can see in table 2, this research consists of work motivation variables (X₁), organizational culture (X₂), organizational citizenship behavior (Y), and employee performance (Z). In the work motivation variable (X₁) loading factor is the intrinsic motivation indicator of 0.943, which consists of achievement, recognition of awards and praise, responsibility, employee progress, and the possibility to develop. Furthermore, the organizational culture variable (X₂) has a loading factor of 0.866, which is found in the attention to detail, which consists of carrying out activities in fact and systematically. Variable Organizational citizenship behavior (OCB) (Y) loading factor indicator of sportmanship of 0.610, consisting of the willingness to tolerate, not look for faults, and not raise problems. The employee performance variable (Z) loading factor is found in the work quantity indicator of 0.631, which consists of completing work on time, carrying out work programs, and reporting on work results. Based on the analysis, the value of Chi-Square = 472,474 with df = 147 and a probability of 0.0001. This Chi-Square result shows that the null hypothesis, which states that the model is the same as the empirical data, cannot be accepted, which means that the model is not yet fit (Model 1 (Initial)). Because Model 1 (Initial) that was built did not meet the goodness of fit tests, namely the suitability of the model with the cut-off value, it was necessary to modify the model (modification indices) through improvements to covariances and variances as well as regression weights (Hair et al., 2010:271). To meet the requirements in the goodness of fit tests that have not been met in Model 1 (Initial), then modification indices are carried out, as shown in the following Figure 3.

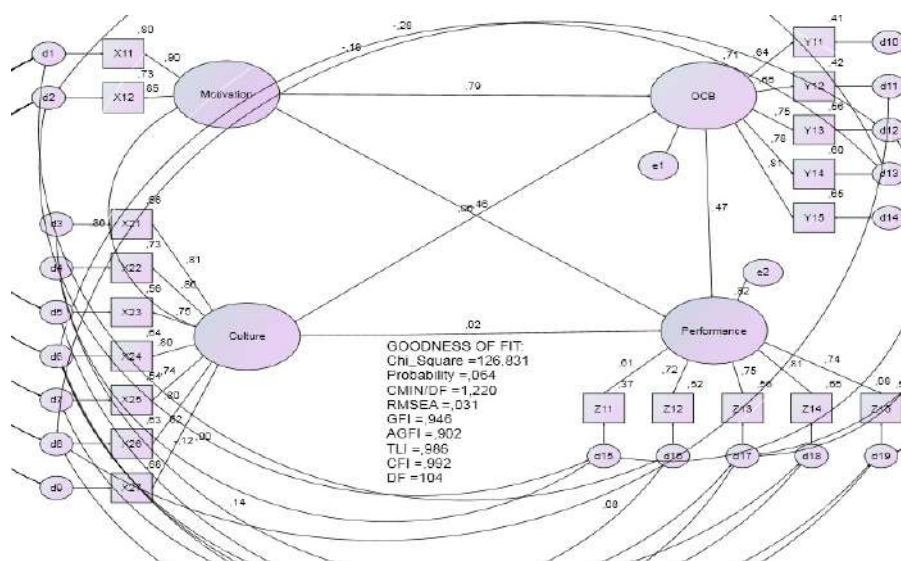


Figure 3. Structural Equation Model with Parameter Estimator

Goodness of fit examination of the model aims to ensure that the structural model that has been compiled can explain the direction of the relationship and the direction of influence correctly and does not cause estimation bias, before interpreting the analysis results as shown in Figure 3. The values used to check goodness of fit model is shown in Table 3 as follows:

Table 3: Measures of Goodness of Fit from the Final Model Research Model

Model Fit Criteria	Model Fit Index	Cut-off Value	Result
Chi-square (df =113)	126.831	Expected Small (< 185.052)	Excellent
Probability	0.064	$\geq 0,05$	Excellent
CMIN/DF	1.220	$\leq 2,00$	Excellent
RMSEA	0.031	$\leq 0,08$	Excellent
GFI	0.946	$\geq 0,90$	Excellent
AGFI	0.902	$\geq 0,90$	Excellent
TLI	0.986	$\geq 0,95$	Excellent
CFI	0.992	$\geq 0,95$	Excellent

Source: Results of data processing, 2022

Based on the table 3, it is shown that after the Modification Indices show that model 2 (final) has met the goodness of fit tests, namely the suitability of the model with the cut-off value, because of the nine existing model suitability criteria, model 2 (final) has meet 7 (seven) of the 8 (eight) model suitability criteria. The model testing results are in Figure 3. and Table 3. show that of the eight goodness of fit for the structural model index that was built to estimate the parameters following the observed data; there are 7 (seven) criteria that have met the minimum limit requirements (cut-off point). The Chi-square is required for probability, CMIN/DF, CFI, TLI, RMSEA, and GFI, while AGFI is not good (Marginal). Referring to the parsimony principle (that if one or two goodness of fit has met the expected value, then the model can be said to be good, or the development of a hypothetical model conceptually and theoretically can be supported by empirical data. Referring to Table 3, it is shown that the Chi-Square value = 126,831 with a degree of freedom (df) = 104 and a probability of 0.064. The results of this chi-square show that the null hypothesis, which states the model is the same as the empirical data, is accepted, which means that model 2 (Final) is fit or is following the results of observations so that it is possible to analyze structural relationships and test hypotheses.

4.3. Hypothesis Testing Test Results

Table 4: Hypothesis Testing and Path Coefficient Values

HIP	Variables			P-Value	Direct Effect	Indirect Effect	Total Effect	Result
	Eksogenous	Intervening	Endogenous					
1	Work Motivation		OCB	0.000	0,712	0,000	0,712	Positive and Significant
2	Organizational Culture		OCB	0,714	0,046	0,000	0,046	Not significant
3	Work Motivation		Employee Performance	0.009	0,346	0,000	0,346	Positive and Significant
4	Organizational Culture		Employee Performance	0,867	0,014	0,000	0,014	Not significant
5	OCB		Employee Performance	0.000	0,396	0.000	0,396	Positive and Significant
6	Work Motivation	OCB	Employee Performance	0.003	0,346	0,628	0,974	Positive and Significant
7	Organizational Culture	OCB	Employee Performance	0,716	0,014	0,032	0,046	Not significant

Source: Processed results of primary data, 2022

The overall five-path model that is hypothesized, there are two paths that are not significant. The interpretation of Table 7 and Figure 6 can be explained as follows:

1. The effect of work motivation on OCB is positive with a significant value of 0.000 less than 0.05 ($\alpha = 5\%$); it can be concluded that the effect of work motivation on OCB is significant, the magnitude of the effect obtained is 0.712 with the direction of positive influence. The first hypothesis in the study, which states that work motivation affects the performance of ASN has been proven accepted.
2. The influence of work organizational culture on the OCB is positive with a significant value of 0.714 greater than 0.05 ($\alpha = 5\%$); it can be concluded that the influence of organizational culture on OCB is not substantial, the effect obtained is significant. It is 0.046 with a positive influence direction. The second hypothesis in this study, which states that organizational culture affects OCB is denied.
3. The effect of work motivation on the performance is positive with a significant value of 0.009 less than 0.05 ($\alpha = 5\%$); it can be concluded that the effect of work motivation on employee performance is substantial. Obtained is 0.346 with a positive influence direction. The third hypothesis in this study, which states that work motivation affects the performance of ASN is proven accepted.
4. The influence of organizational culture on the performance of ASN is positive with a significant value of 0.867 greater than 0.05 ($\alpha = 5\%$); it can be concluded that the influence of organizational culture on employee performance is not substantial. obtained is 0.014 with a positive influence direction. The fourth hypothesis in the study, which states that corporate culture is positive and has no significant influence on the ASN performance in this study is denied.
5. The effect of employee OCB on the ASN Performance is positive with a significant value of 0.000 less than 0.05 ($\alpha = 5\%$), it can be concluded that the effect of employee performance on the ASN Performance is significant, the magnitude of the effect obtained is 0.396 with a positive direction of influence. The fifth hypothesis in the study states that the considerable influence of organizational citizenship behavior (OCB) on ASN performance in this study is proven accepted.
6. Table 4 shows that the effect of work motivation (X_1) on performance is positive, with a significant value (0.009) smaller than 0.05 ($\alpha = 5\%$); it can be concluded that work motivation (X_1) has a substantial effect on ASN performance. Likewise, the development of OCB on the ASN performance is positive with a significance value (0.000) less than 0.05 ($\alpha = 5\%$), so it can be concluded that OCB has a significant effect on the performance. This shows that the OCB variable (Y) can mediate the effect of the work motivation variable on the ASN performance so it can be stated that work motivation affects the performance of ASN through OCB.
7. Table 4 shows that the influence of organizational culture (X_2) on OCB is positive with a nominal value (0.714) greater than 0.05 ($\alpha = 5\%$); it can be concluded that organizational culture (X_2) has no significant effect on ASN performance. Likewise, the influence of corporate culture on the ASN performance is positive, with a significance value (0.867) greater than 0.05 ($\alpha = 5\%$); it can be concluded that organizational culture has no significant effect on employee performance. This shows that the OCB variable (Y) cannot mediate the influence of the corporate culture variable on the performance, so it can be stated that organizational culture does not affect the ASN performance through OCB.

4.4. Discussion

1. The Effect of Work Motivation on Organizational Citizenship Behavior (OCB)

Discussion about the effect of motivation on organizational citizenship behavior (OCB) to answer the problem formulation and the hypothesis about work motivation affecting organizational citizenship behavior (OCB). The descriptive results of the respondents' answers stated that the highest average value was found in the indicators of employee working conditions. This means that workplace factors will motivate employees; motivation is a process to generate, direct, and maintain human behavior to achieve its goals. It must be supported by working conditions that make employees

comfortable at work. The loading factor of the motivational variable that gives the highest value is intrinsic motivation, which consists of achievement, recognition, appreciation, praise, responsibility, employee progress, and the possibility to develop. The results of hypothesis testing found that work motivation could increase organizational citizenship behavior (OCB). The results presented in this study have tested the effect of motivation on employee OCB, with significant positive results between work motivation and employee OCB behavior. The concept of motivation is used to explain the desire to behave, the direction of behavior (choice), the intensity of behavior (sustainable effort) and completion or work performance. The same thing is supported by Herzberg et al. theory of hygiene, which assumes that one group consists of two factors, namely intrinsic and extrinsic motivators, that can provide a high level of motivation aimed at avoiding workforce dissatisfaction, only motivators that cause workers to exert productivity and utilize this motivator as a tool to improve employee performance. The relationship between OCB and employee performance can be explained if employees can explain the desire to behave, the direction of behavior (choice), and the intensity of behavior (sustainable effort). This is believed to improve employee performance.

2. The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB)

The discussion about the influence of organizational culture on organizational citizenship behavior (OCB) aims to answer the problem formulation and the hypothesis in this study, which states that organizational culture influences employee OCB. Based on respondents' assessment of organizational culture variables, most respondents perceive that they are good at work but have not been implemented optimally. This means that it is good if observed from actual empirical facts through employee perceptions of the attitudes related to risk-taking, value attention, results in orientation, people orientation, team orientation, aggressiveness, and stability/stability. Furthermore, respondents' assessment of the results orientation has the lowest average value compared to other indicators. The statement submitted by respondents regarding the direction of the results is not optimal. This condition can be reflected through the results of work achievements that have not met the targets and the organization's attention in carrying out activities that cannot provide maximum achievement results with a continuous process, and there are still employees who do not use time properly. Wasting time cannot be avoided, so the work completed is ineffective. There is no effect of organizational culture on organizational citizenship behavior (OCB) because of the obstacles faced by the organization that still require full attention. For example, it turns out that organizations do not distinguish employees who have more capacity and those who have standard capabilities, but this is contrary to employees' wishes, resulting in a decrease in employee performance. It does not directly affect organizational culture on OCB due to a structural approach where employees compete to find positions by approaching top management or leaders, and finally, there is competition. There are three kinds of criteria for approaching the leader, namely 1) ability (credibility) and performance, 2) taking a positive approach like looking for faces, and 3) reliability; if this can be carried out optimally, there is no need for employees to approach the leader. excessive. Excessive approach culture will affect employee attitudes at work. So, it can be concluded that organizational culture is a pattern of basic assumptions created and understood by certain groups to solve organizational problems both from within and outside the organization. A strong culture will impact employees' willingness to work based on their abilities. Organizational culture is an invisible social force that can move people in an organization to perform work activities.

3. The Effect of Motivation on the ASN Performance

The facts in the field of study based on the results of the respondent's assessment of the work motivation variable can be seen that most respondents perceive good/good in assessing the level of employee attendance. This means that when observed from actual empirical facts through employee responses to employee attendance, it is closely related to the achievement of work performance, the recognition of awards and praise, job responsibilities, employee work progress, and the possibility to develop is considered quite good. Furthermore, respondents' assessment of job responsibilities has the highest average value compared to other indicators. The respondent's statements regarding job responsibilities have been considered quite good. The current conditions This can be reflected through the attitude or response of employees when completing work by collaborating and forming

teams at work so that piled-up work will soon be resolved because it is done together. The problem of motivation should be a simple problem that can still be solved depending on how to give what they want. Based on the description above, what is meant by motivation in this study is a psychological condition or condition within a person that will arouse or move and make someone remain interested in carrying out activities, both internally and externally, to achieve an expected goal. The facts from the interview results confirm that to improve employee performance, every year, you evaluate all employees, both contract employees and civil servants. Contract employees and civil servants, including retirees, are also given rewards or other awards for civil servants who have achieved in terms of performance and discipline. In a year, employee performance evaluation is carried out twice by distributing dividends for employees who have achieved the direct test results show a positive and significant influence between motivation and employee performance. According to the results of an interview with the Head of the Personnel Division, he said that as long as he had implemented teamwork and given concrete reasons why the application was executed. When divided by all employees, the first type of work that accumulates from each section will be completed quickly, and all kinds of work that are done together will be completed on time. Moreover, supported adequate facilities and infrastructure will make all types of work possible, and a comfortable work environment and the cooperation shown by employees will encourage work. In addition, every employee has responsibilities that have become the basis for completing any given task so that there is no element of coercion or attitude that shows discomfort in completing the work provided.

4. The Effect of Organizational Culture on the ASN Performance

From the descriptive results of respondents' answers, the orientation on work results has the lowest value compared to other variables. Statement indicators of the results of the work of the state civil apparatus (ASN), which includes the work achieved and the waste of time, which is the basis for why organizational culture is not able to improve the ASN performance. While the loading factor value that has the lowest value is team orientation. However, this does not mean that team orientation has low weight and cannot improve employee performance. One of the reasons is that organizational culture does not affect the performance of employees, one of which is that when teamwork is still low, employees who work in teams have not been as effective in doing their jobs compared to employees who work individually in dealing with complex problems. Each employee is expected to observe or observe and analyze each activity in detail by paying attention to an institution so that each activity is carried out in fact and systematically, but this has not been able to show a good performance improvement. There is no influence of organizational culture on employee performance following the facts in the field from the results of interviews conducted with the Head of the Blitar Regional Government (BKD), stating that individuals and groups of people will not be separated from organizational culture. In general, they will be affected by the diversity of existing resources as a person's stimulus to action. The various steps a person takes undoubtedly differ in the form of behavior. In an organizational implementation, a culture is a form of conduct, which means that the culture of the organization concerned colors individual behavior. Furthermore, there is a lack of socialization regarding organizational culture, especially in the implementation of the vision and mission of the regional government. Furthermore, there is a local culture that has excellent cultural values, namely cooperation and mutual help between one. However, in practice, matters like these are not appropriately used when there is still a mutual expectation among co-workers to complete their work. The effect of organizational culture on employee performance is found in work problems. In government, for example, an assistant who oversees serving the Regional Secretary not only works in the administration department but sometimes the employee is asked to make coffee or go photocopy. The application of government ethics has not been used correctly so that it can minimize the gap in implementing government ethics abroad, where employees always focus on only one field of work and work professionally and proportionally.

5. Conclusion

In managerial terms, this study contributes to theoretical implications, from which it can be concluded that work motivation and employee performance from the direct test results on citizenship

behavior or OCB partially show a positive and significant effect. Organizational culture does not directly impact employee performance and cannot improve citizenship behavior or OCB. OCB is not able to mediate between organizational culture and ASN performance. The results of this study do not support it theoretically. Namely, the stronger the corporate culture possessed by an ASN, the more it should be able to change the OCB to improve its performance. OCB can mediate the effect of work motivation on ASN performance. The results of this study support this theory: the more robust the OCB supported by good employee motivation and good performance will also make employees determine their attitude toward work behavior. Apart from that, managerially, management can benefit from the results of this study by utilizing a combination of variables. These findings can be used as input to the regional government, as a guide for the development of the quality of human resources (HR), in the capacity of encouraging improving organizational behavior so that they can be enthusiastic at work by improving (OCB) and the performance of ASN in a positive way periodically and continuously, and, most importantly, the planning plan. Based on the results of the study, it is known that organizational culture is not able to improve the performance of ASN in the Regional Government e; it is necessary to make improvements and changes by providing socialization about discipline and punishment for employees who violate the rules that have been set, as well as providing training related to their respective fields of work. Each to assist employees in improving the organizational culture desired by the organization.

References

- Abdelzaher, D., Latheef, Z., & Abdelzaher, A. (2017). Recovering from conflict and uncertainty post Arab Spring. *International Journal of Conflict Management*, 28(2), 222–244. <https://doi.org/10.1108/IJCMA-02-2016-0005>
- Akob, M., Arianty, R., & Putra, A. H. P. K. (2020). The Mediating Role of Distribution Kahn's Engagement: An Empirical Evidence of Salesforce in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(2), 249–260. <https://doi.org/10.13106/jafeb.2020.vol7.no2.249>
- Azizah, F. D., Nur, A. N., & Putra, A. H. P. K. (2022). Impulsive Buying Behavior: Implementation of IT on Technology Acceptance Model on E-Commerce Purchase Decisions. *Golden Ratio of Marketing and Applied Psychology of Business*, 2(1), 58–72. <https://doi.org/10.52970/grmapb.v2i1.173>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/https://doi.org/10.1016/j.ijhm.2018.06.014>
- Fehr, R., Welsh, D., Yam, K. C., Baer, M., Wei, W., & Vaulont, M. (2019). The role of moral decoupling in the causes and consequences of unethical pro-organizational behavior. *Organizational Behavior and Human Decision Processes*, 153, 27–40. <https://doi.org/https://doi.org/10.1016/j.obhdp.2019.05.007>
- Gawel, J. E. (1997). Herzberg's theory of motivation and Maslow's hierarchy of needs. *Practical Assessment, Research & Evaluation*, 5(11), 3. <https://doi.org/10.7275/31qy-ea53>
- Ghozali, I. (2013). Aplikasi Analisis Multivariate Dengan Program IBM dan SPSS. In aplikasi analisis multivariate dengan program ibm spss 19 (p. 113). <https://doi.org/10.2307/1579941>
- Gilson, L., Palmer, N., & Schneider, H. (2005). Trust and health worker performance: exploring a conceptual framework using South African evidence. *Social Science & Medicine*, 61(7), 1418–1429. <https://doi.org/https://doi.org/10.1016/j.socscimed.2004.11.062>
- Grinstein, A. (2008). The relationships between market orientation and alternative strategic orientations: A meta-analysis. *European Journal of Marketing*, 42(1–2), 115–134. <https://doi.org/10.1108/03090560810840934>
- Guan, X., & Frenkel, S. (2019). How perceptions of training impact employee performance. *Personnel Review*, 48(1), 163–183. <https://doi.org/10.1108/PR-05-2017-0141>
- Hasrat, T., & Rosyadah, K. (2021). Usability Factors as Antecedent and Consequence on Business Strategy and SERVQUAL: Nielsen & Mack Approach. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 81–92. <https://doi.org/10.52970/grmapb.v1i2.80>
- Hu, Q., Dollard, M. F., & Taris, T. W. (2022). Organizational context matters: Psychosocial safety climate as a precursor to team and individual motivational functioning. *Safety Science*, 145, 105524. <https://doi.org/10.1016/j.ssci.2021.105524>
- Indarti, S., Solimun, Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development*, 36(10), 1283–1293. <https://doi.org/10.1108/JMD-11-2016-0250>
- Kanat-Maymon, Y., Yaakobi, E., & Roth, G. (2018). Motivating deference: Employees' perception of authority

- legitimacy as a mediator of supervisor motivating styles and employee work-related outcomes. *European Management Journal*, 36(6), 769–783. <https://doi.org/https://doi.org/10.1016/j.emj.2018.02.004>
- Luu, T. T. (2020). Linking authentic leadership to salespeople's service performance: The roles of job crafting and human resource flexibility. *Industrial Marketing Management*, 84, 89–104. <https://doi.org/https://doi.org/10.1016/j.indmarman.2019.06.002>
- Mahmoud, M. A., Blankson, C., Owusu-Frimpong, N., Nwankwo, S., & Trang, T. P. (2016). Market orientation, learning orientation and business performance: The mediating role of innovation. *International Journal of Bank Marketing*, 34(5), 623–648. <https://doi.org/10.1108/IJBM-04-2015-0057>
- Marpaung, F. K., Dewi, R. S., Grace, E., Sudirman, A., & Sugiat, M. (2021). Behavioral Stimulus for Using Bank Mestika Mobile Banking Services: UTAUT2 Model Perspective. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 61–72. <https://doi.org/10.52970/grmapb.v1i2.68>
- Niar, H. (2022). Examining Linkage of Product Selling Prices on Profitability. *Golden Ratio of Marketing and Applied Psychology of Business*, 2(1), 12–25. <https://doi.org/10.52970/grmapb.v2i1.82>
- Padave, P., Kanekar, R., & chande, K. (2021). Empirical study on organisational commitment of employees in Indian Hotel Industry. *Materials Today: Proceedings*. <https://doi.org/https://doi.org/10.1016/j.matpr.2021.05.654>
- Saraswati, E. (2022). Market Orientation, Service Quality on Customer Satisfaction and Loyalty: Study on Sharia Banking in Indonesia. *Golden Ratio of Marketing and Applied Psychology of Business*, 2(1), 26–41. <https://doi.org/10.52970/grmapb.v2i1.157>
- Schweper, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 102860. <https://doi.org/https://doi.org/10.1016/j.ijhm.2021.102860>
- Taghipour, A., & Dejbani, R. (2013). Job Performance: Mediate Mechanism of Work Motivation. *Procedia - Social and Behavioral Sciences*, 84, 1601–1605. <https://doi.org/10.1016/j.sbspro.2013.06.796>
- Tian, A. W., Cordery, J., & Gamble, J. (2016). Staying and performing: How human resource management practices increase job embeddedness and performance. *Personnel Review*, 45(5), 947–968. <https://doi.org/10.1108/PR-09-2014-0194>
- Tremblay, M., & Simard, G. (2018). A multifoci approach to study social support and job performance: A target similarity consideration of development-enhancing practices, leadership, and structure. *Journal of Business Research*, 92, 118–130. <https://doi.org/https://doi.org/10.1016/j.jbusres.2018.07.002>
- Tsai, P. C.-F., Yen, Y.-F., Huang, L.-C., & Huang, I.-C. (2007). A study on motivating employees' learning commitment in the post-downsizing era: Job satisfaction perspective. *Journal of World Business*, 42(2), 157–169. <https://doi.org/https://doi.org/10.1016/j.jwb.2007.02.002>
- Yang, J., Kim, Y., & Kim, P. B. (2021). Pushing forward high-performance work systems in the hotel industry: A procedural-justice climate to promote higher unit-level outcomes. *Tourism Management*, 87, 104385. <https://doi.org/https://doi.org/10.1016/j.tourman.2021.104385>