
IMPROVING EMPLOYEE PERFORMANCE: ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB), AND WORK ETHIC



Mega Ayu Noviyanti¹

Universitas Swadaya Gunung Jati, Cirebon City, Indonesia

megaayun06@gmail.com

Tiara Maharani²

Universitas Swadaya Gunung Jati, Cirebon City, Indonesia

tiaraamaharani14@gmail.com

Siti Maryam³

Universitas Swadaya Gunung Jati, Cirebon City, Indonesia

siti.maryam@ugj.ac.id

Abstract

In the face of increasingly fierce global competition, organizations are required to implement systems that involve Organizational Culture, Organizational Citizenship Behavior (OCB), and the Work Ethic of employees to improve their performance. This is certainly an urgency for companies to implement effective strategies to strengthen employee engagement as a key factor in creating a competitive advantage. This study aims to analyze the influence of Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic on Employee Performance. This approach uses a quantitative approach with a sewing division employee population of 892 employees. Sampling was carried out using purposive sampling, so that a total of 276 employees were obtained. The results of the analysis show that Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic have a significant influence on Employee Performance. This means that a good Organizational Culture provides clarity in instructing its tasks, even though collaboration between divisions still needs to be improved. A high OCB reflects the positive behavior of employees in helping others and contributing to an organization. In addition, a strong work ethic is able to support employees to work hard and be committed to the company.

Keywords: Organizational Culture, Organizational Citizenship Behavior (OCB), Work Ethic, Employee Performance

INTRODUCTION

Effective human resources have a crucial role in creating a company's competitive advantage (Hasanah, I. L et al., 2024). In the face of increasingly fierce global competition, organizations are required to implement systems that involve Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic as a strategy to improve performance. The three components are functionally interrelated. An Organizational Culture that encourages collaboration, innovation, and commitment can foster OCB's behavior, such as helping colleagues or taking initiatives outside of their primary responsibilities. Culture also has an essential role in shaping work ethic, as organizational values also influence how employees understand responsibility, discipline, and morale. A strong work ethic is characterized by high motivation and commitment to work. So, this creates a synergy that supports performance improvement.

The phenomenon found in this study shows that these ideal conditions have not been achieved in the company. The Organizational Culture expected by the company is not well implemented by employees, where attendance and rest time rules are not applied consistently and supervision is ineffective. Then, low Organizational Citizenship Behavior (OCB) where employees focus more on achieving personal goals than on the interests of the team. In addition, the lack of motivation from the company causes the Work Ethic of employees to decrease, so the phenomenon affects Employee Performance.

Organizational Culture refers to the basic values that a group has. The goal is to regulate actions and behaviors, thus creating a distinctive identity for the organization (Solahudin et al., 2024). This culture serves as a guideline in running the company's operations, as well as supporting management in problem-solving (Hasanah, I. L et al., 2024). If the Organizational Culture has a solid and clear foundation, it can strengthen a strong foundation for Employee Performance. This can increase their contribution to the Company's performance (Tamara et al., 2024).

Organizational Citizenship Behavior (OCB) is a behavior that has a role in transforming an organization from initially formal to more flexible and collaborative (Ardella, B. A et al., 2023). OCB refers to voluntary behavior that can have a positive impact on the company, even if it is not the employee's primary responsibility. This can be providing innovative ideas, helping colleagues, or actively participating in organizational activities (Tamara et al., 2024).

Then, work ethics comprise attitudes, values, and beliefs about one's job and duties within the company. Workers with a strong work ethic are typically very motivated to work hard and accomplish their objectives. As a result, a strong work ethic can support OCB's practices throughout time and enhance organizational culture in addition to enhancing employees' overall performance (Tamara et al., 2024). The findings indicate that work ethics, organizational citizenship behavior, and organizational culture are interrelated and have an impact on employee performance (Ardella, B. A et al., 2023).

In the face of competitive industry dynamics, the garment industry sector experiences various challenges, one of which is the high rate of employee turnover accompanied by pressure to achieve optimal productivity, which indirectly demands the achievement of a high level of efficiency, especially in the sewing process. So that in this condition, employees in the division are strategic elements and need more attention, considering that the division is

the one on the main production line and the significant influence that employees give on the quality and quantity of the company's output. Based on the data that has been obtained, it is known that the performance assessment of 276 employees in the sewing department is as follows:

Table 1.
Sewing Section Employee Performance Assessment Data in 2024

HEAVY	Information	MOON	VALUATION				TOTAL EMPLOYEES
			EXCELLENT	GOOD	ENOUGH	LESS	
51 - 60	Excellent	JANUARY - MARCH	63 Employees	85 Employees	70 Employees	58 Employees	276 Employees
41 - 50	Good	APRIL - JUNE	58 Employees	81 Employees	68 Employees	69 Employees	276 Employees
31 - 40	Enough	JULY - SEPTEMBER	55 Employees	79 Employees	65 Employees	77 Employees	276 Employees
< 30	Less	OCTOBER - DECEMBER	52 Employees	76 Employees	60 Employees	88 Employees	276 Employees
Average			57 Employees	80 Employees	66 Employees	73 Employees	276 Employees

Source: PT. ABC

Seen from Table 1, employees in the sewing division showed a 17.5% decrease in the "Excellent" rating category from January to December, which indicates a decline in performance, although the number of employees remained stable. So, companies still need to improve employee performance because performance appraisals are a benchmark for how successful a company is in achieving its goals.

Previous research relevant to this study shows that there is a positive and significant relationship between Organizational Culture, OCB, and Work Ethic on Employee Performance, carried out by (Ardella, B. A et al., 2023).

Several previous studies have consistently highlighted the crucial role of Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic in driving improved Employee Performance. PT. ABC is experiencing challenges in implementing these three aspects. This creates an interesting paradox to analyze further, especially since the company has been running programs that are theoretically designed to support the achievement of optimal performance, but have not yet achieved the expected output.

Based on previous background and research, related to Employee Performance at PT. The ABC is still low; for this reason, the author is interested in taking the title "Improving Employee Performance: Analysis of the Influence of Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic". So, as a managerial implication, the company is expected to strengthen the Organizational Culture, encourage OCB's behavior through the reward system, and instill a consistent Work Ethic and evaluate the effectiveness of performance improvement programs that have been implemented.

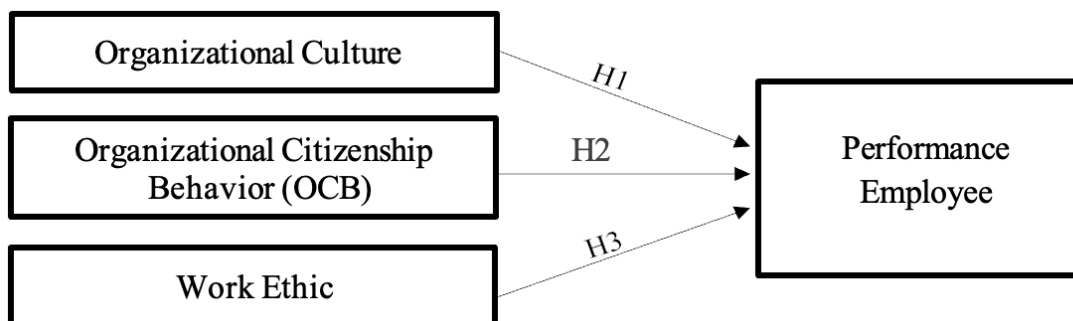


Figure 1.
Research Framework

REVIEW OF LITERATURE

Organizational Culture

Organizational Culture, according to Robbins, is a system of meaning-sharing that is recognized and followed by the members of the company and sets it apart from others (Heriyanda Putra et al., 2023). According to Edison, Organizational Culture is the result of a process that brings together and combines individual attitudes and cultural styles, leading to new rules and principles that inspire pride and enthusiasm in accomplishing specific objectives and overcoming current obstacles (Fitriana, N., & Melvina, F. N, 2021).

Based on research conducted by Elena et al., (2024) Organizational Culture has a significant positive effect on Employee Performance. Then, supported research by Yuliani et al., (2024) it can be concluded that Organizational Culture affects Employee Performance.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an individual's contribution that goes beyond the requirements of a position in an organization that contributes to achieving outstanding performance (Darto, 2014). According to Organ, OCB is a voluntary employee in improving the effectiveness of the organization as a whole and is not directly or overtly incentivized by the formal award system (Qamarudin, S., & Riswati, M. F, 2020).

Based on research conducted by Sitepu et al., (2024) stating that OCB has a significant effect on Employee Performance, Then the research is also supported by Kusumawardani et al., (2021) has a partial influence on Employee Performance.

Work Ethic

Jansen defines Work Ethic as a series of positive behaviors rooted in strong awareness, basic beliefs, as well as a full commitment to an overarching work paradigm (Tri Juniarti et al., 2021). According to Darodjat, work ethic is a set of positive behaviors and fundamental values that includes things that motivate people, essential qualities, fundamental desires, mindsets, moral codes, codes of conduct, aspirations, beliefs, principles, and standards (Usuh et al., 2020).

Based on research conducted by Mahirah, A. M, & Setiani, S, (2022) shows that there is a positive and significant influence on Employee Performance. Then, the research is also supported by Dewi et al., (2015) which states that there is a significant influence on Employee Performance.

Employee Performance

The outcome of an employee's work process in carrying out his duties and obligations can be understood as performance, which is evaluated according to certain job-related standards or metrics. According to Mangkunegara, performance indicates how well people do duties in line with their assigned responsibilities, hence this definition encompasses both the quantity and quality of the job (Rahma Fauziyyah et al., 2023). Accordingly, Afandi underlined that performance is an output generated by workers that is evaluated using standards pertinent to the nature of the task (Darman Syafe'i et al., 2023).

Overall, Organizational Culture contributes to shaping OCB's behavior, which in turn acts as an intermediary in improving Employee Performance. Work Ethic also plays a role as a moderation factor in the relationship between Organizational Culture and performance, where a high level of Work Ethic can strengthen the positive impact of culture on work results.

RESEARCH METHOD

This research approach is quantitative, because research data in the form of numbers and analysis using statistics using survey methods in data collection, namely by observation where the author collects data on activities carried out by the source, interviews by conducting direct questions and answers with related parties in the research object related to the problem being researched, and distribution of questionnaires by submitting written statements to respondents. In this study, the scale used is the Likert Scale (1-5). This study uses a formal design with a cross-sectional and explanatory approach that allows data collection at one time to describe and explain the relationships between variables. This approach was chosen because it is considered appropriate in revealing the influence of Organizational Culture, Organizational Citizenship Behavior (OCB), and Work Ethic on Employee Performance. The population in this study is employees of the sewing division of PT. ABC. The sample of this study uses the NonProbability Sampling method with the type of Purposive Sampling because the researcher has certain criteria in selecting the sample that is considered the most relevant and can provide in-depth information related to the variables studied, while the sample in this study uses the slovin formula of 5% of the number of employees in the sewing division as many as 892, which produces a sample of 276 respondents. Meanwhile, the data processing process uses the SmartPLS 4.0 program because of its ability to handle complex models with latent variables and small to medium samples (Hair et al, 2019). PLS-SEM is strong against non-normal data, in accordance with the exploration objectives in this study.

RESULTS AND DISCUSSION

Result of Respondent Characteristics

Table 2.
Respondent Characteristics

Category	Value	Percentage (%)
Gender	Man	36,2%
	Woman	63,8%

Age	< 25 Years	25,3%
	25 – 35 Years	41,7%
	36 – 46 years	33%
Education	High School	100%
Long Time Working	< 2 Years	7,6%
	2 – 3 Years	31,1%
	4 – 5 Years	34,4%
	> 5 Years	26,9%
Total		100%

Source: Questionnaire Results Processed in 2025

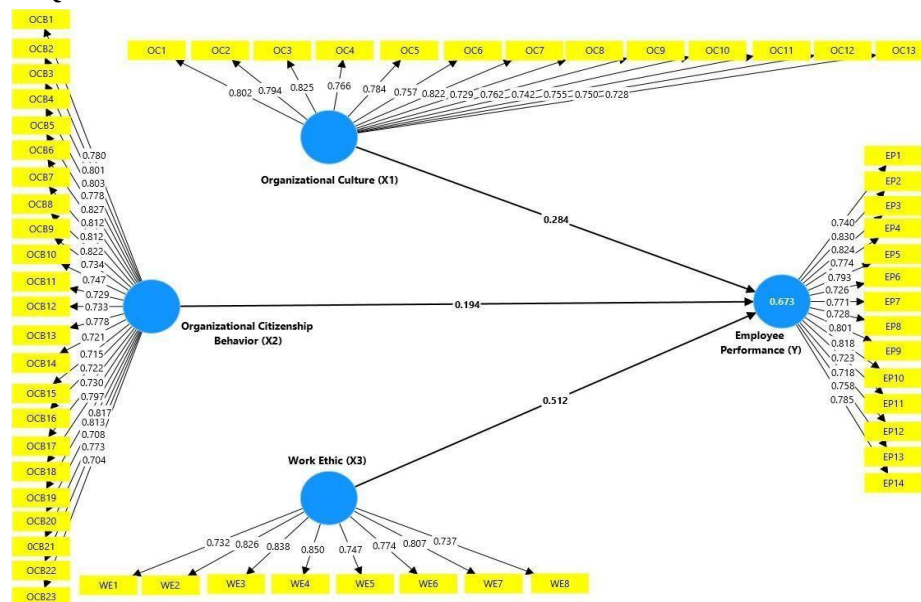


Figure 2.
Outer Models

External Model Analysis Validity Test, Discriminate Validity, and Reliability

Table 3.

Validity Test Results, Discriminate Validity and Reliability

Variable	Indicators	Outer loading	Cronbach's Alpha	Composite reliability (rho_A)	AVE	Interpretation
Organizational Culture	OC1	0.802	0.943	0.945	0.594	Valid
	OC2	0.794				Valid
	OC3	0.825				Valid
	OC4	0.766				Valid
	OC5	0.784				Valid
	OC6	0.757				Valid
	OC7	0.822				Valid
	OC8	0.729				Valid
	OC9	0.762				Valid
	OC10	0.742				Valid
	OC11	0.755				Valid

	OC12	0.750				Valid
	OC13	0.728				Valid
Organizational Citizenship Behavior (OCB)	OCB1	0.780				Valid
	OCB2	0.801				Valid
	OCB3	0.803				Valid
	OCB4	0.778				Valid
	OCB5	0.827				Valid
	OCB6	0.812				Valid
	OCB7	0.812				Valid
	OCB8	0.822				Valid
	OCB9	0.734				Valid
	OCB10	0.747				Valid
	OCB11	0.729				Valid
	OCB12	0.733	0.969	0.979	0.591	Valid
	OCB13	0.778				Valid
	OCB14	0.721				Valid
	OCB15	0.715				Valid
	OCB16	0.722				Valid
	OCB17	0.730				Valid
	OCB18	0.797				Valid
	OCB19	0.817				Valid
	OCB20	0.813				Valid
	OCB21	0.708				Valid
	OCB22	0.773				Valid
	OCB23	0.704				Valid
Work Ethic	WE1	0.732				Valid
	WE2	0.826				Valid
	WE3	0.838				Valid
	WE4	0.850	0.914	0.918	0.624	Valid
	WE5	0.747				Valid
	WE6	0.774				Valid
	WE7	0.807				Valid
	WE8	0.737				Valid
Employee Performance	EP1	0.740				Valid
	EP2	0.830				Valid
	EP3	0.824				Valid
	EP4	0.774				Valid
	EP5	0.793				Valid
	EP6	0.726				Valid
	EP7	0.771	0.947	0.949	0.595	Valid
	EP8	0.728				Valid
	EP9	0.801				Valid
	EP10	0.818				Valid
	EP11	0.723				Valid
	EP12	0.718				Valid
	EP13	0.758				Valid
	EP14	0.785				Valid

Source: SmartPLS 4.0 Output Results

The analysis shows the results of the convergent validity measurement for several construction variables based on the data displayed. For the Organizational Culture, Organizational Citizenship Behavior (OCB), Work Ethic, and Employee Performance each showed an external load value above 0.7. This indicates that all the indicator metrics used are valid.

In this study, the value of the AVE variable was obtained. Organizational Citizenship Behavior (OCB) was 0.591. The highest AVE value is indicated by the Work Ethic (WE), which is 0.624. The AVE value for Organizational Culture (OC) is 0.594, and the AVE value for the Employee Performance (EP) variable is 0.595. Overall, each structure tested showed good convergent validity due to AVE values above 0.5. Overall, it is stated that each variable can explain more than 50% of the variance of its indicators.

Based on the table above, two measurement methods are used: Alpha Cronbach composite reliability and composite reliability (rho_A). The Organizational Culture (OC) variable had an Alpha Cronbach of 0.943 and a composite reliability (rho_A) of 0.945. Variable Organizational Citizenship Behavior (OCB) The Alpha Cronbach value is 0.969, and the composite reliability (rho_A) is 0.979. Work Ethic (WE) has an Alpha Cronbach of 0.914 and a composite reliability (rho_A) of 0.918. For Employee Performance (EP), the Alpha Cronbach value is 0.947, and the composite reliability (rho_A) is 0.949. Overall, the results obtained for all variables were declared reliable because they had an Alpha Cronbach value and a composite reliability (rho_A) greater than 0.7.

Multicollinearity Test

The purpose of the multicollinearity test is to determine whether correlations between independent variables are detected by the regression model. The Problem of Multicollinearity is stated to exist if there is a correlation. There is no correlation between independent variables in a decent regression model.

Table 4.
Multicollinearity Test Results

	VIF
Organizational Culture	2.289
Organizational Citizenship Behavior	1.060
Work Ethic	2.364

Source: SmartPLS 4.0 Output Results

Based on Table 4, the VIF value for the Organizational Culture (OC) variable is 2.289; the VIF value below 2.5 indicates that there are no serious multicollinearity problems. For the Organizational Citizenship Behavior (OCB) variable, it has the lowest VIF value of all constructs, which is 1,060, but it is still below the safe limit. Finally, the VIF value possessed by the Work Ethic (WE) variable is 2.364, where a VIF value below 3 indicates an acceptable level of collinearity.

Overall, the VIF value for each independent model is no more than 5, which indicates that the entire model does not experience significant multicollinearity problems.

R-Square Value

The R-squared value is divided into 3 categories, namely 0.75 (large influence), 0.50 (moderate influence), and 0.25 (small influence).

Table 5.

R-Square		
	R Square	R Square Adjusted
Employee Performance	0.673	0.669

Source: SmartPLS 4.0 Output Results

The table above shows the R Square Adjusted (R²) value of 0.669 or 66.9%. Since the R Square Adjusted (R²) value is $0.669 > 0.5$, this research model is declared good.

Path Coefficient

A P value < 0.05 indicates a direct influence between variables, while a P value > 0.05 indicates no direct influence. The importance of this research is t table 1.968 (Significant rate = 0.05 or 5%). If the calculation value > 1.968 then It can be said that there is a significant influence. Hypothesis testing was carried out with the help of the SmartPLS 4.0 program. The following are the results of the calculation of the Path Coefficient:

Table 6.
Path Coefficient

	Hypothesis	Original Sample	T statistics	P values	Explanation
Organizational Culture (X1) → Employees Performance (Y)	H1	0.284	5.188	0.000	Significant
Organizational Citizenship Behavior (OCB) (X2) → Employee Performance (Y)	H2	0.194	5.963	0.000	significant
Work Ethic (X3) → Employee Performance (Y)	H3	0.512	9.677	0.000	significant

Source: SmartPLS 4.0 Output Results

In this study, it was found that Organizational Culture has a significant positive influence on Employee Performance. The results of the analysis showed a t-statistic of 5.188 and a p-value of less than 0.05. The coefficient obtained of 0.284 indicates that an improvement in the quality of Organizational Culture contributes to an improvement in Employee Performance. Furthermore, Organizational Citizenship Behavior (OCB) was proven to have a significant positive influence on Employee Performance as shown by a t-statistical value of 5.963 and a p-value of less than 0.05 with a coefficient value of 0.194. In addition, Work Ethic also has a significant positive effect on Employee Performance, with a t-statistical value of 9.677 and a p-value of less than 0.05 with a coefficient value of 0.512.

The Influence of Organizational Culture on Employee Performance

Based on the results of the study with the help of the calculation of the SmartPLS 4.0 program, a t-statistical value of 5.188 was obtained with a great influence of 0.284. With a t-statistical value of > 1.968 and a p-value of < 0.05 or $0.000 < 0.05$, it can be concluded that the Organizational Culture variable has a positive and significant influence on employee

performance. The results of the analysis of Organizational Culture variables at PT. ABC indicates that the employee has received detailed instructions regarding the steps in completing his or her task. However, there are still drawbacks when it comes to helping each other between division members, especially when one of them has difficulty completing the work.

This is in line with research conducted by Elena et al., (2024) researchers on "The Influence of Organizational Citizenship Behavior, Organizational Culture and Organizational Commitment to Employee Performance" shows a significance level of $0.000 < 0.05$, so that Organizational Culture has a significant positive effect on Employee Performance. The regression coefficient of 0.415 shows that increasing Organizational Culture will improve Employee Performance. Then, it is also supported by Yuliani et al., (2024) those who research on "Analysis of the Influence of Organizational Culture, Islamic Leadership, Compensation and Motivation on Employee Performance of PT. Mandiri Primary Oil and Gas (MMP) East Kalimantan" the significant level is $0.000 < 0.05$ and the tcal value is $-5,459 < 2,051$, it can be concluded that Organizational Culture affects Employee Performance.

The Influence of Organizational Civic Behavior (OCB) on Employee Performance

Based on the results of the study with the help of the calculation of the SmartPLS 4.0 program, a t-statistical value of 5.963 with an influence of 0.194 was obtained. With a statistical t-value of $1.968 > 1.968$ and a p-value of < 0.05 or $0.000 < 0.05$, it can be concluded that the variable Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance. The lower coefficient of the OCB path compared to the other variables was 0.194, which reflected a greater focus on individual targets rather than teamwork. Results of variable analysis of Organizational Citizenship Behavior (OCB) at PT. ABC shows that employees always try not to rush in making decisions related to their work. However, there is still a lack of concern for colleagues outside the division, where they have not actively sought ways to help when someone is in trouble.

This is in line with the research conducted by Sitepu et al., (2024) those who researched "The Role of Organizational Citizenship Behavior (OCB) in Moderating the Relationship Between Entrepreneurial Leadership, Organizational Climate, and Workload on Employee Performance" stated that OCB has a significant effect on Employee Performance, as shown by P-values of $0.002 < 0.05$, and the value of the regression coefficient is 0.334. Then, it is also supported by research Kusumawardani et al., (2021) those who research "Intellectual Intelligence, Emotional Intelligence, Spiritual Intelligence, and Organizational Citizenship Behavior on Employee Performance" have a partial influence on Employee Performance. This is indicated by a sig value of $0.000 < 0.05$ and has a regression coefficient value of 0.377.

The Influence of Work Ethic on Employee Performance

Based on the results of the study with the help of the calculation of the SmartPLS 4.0 program, a t-statistical value of 9.677 was obtained with an influence of 0.512. With a statistical t-value of > 1.968 and a p-value of < 0.05 or $0.000 < 0.05$, it can be concluded that the Work Ethic variable has a positive and significant influence on Employee Performance. The results of the analysis of Work Ethic variables at PT. ABC shows that employees always work with integrity and prioritize honesty in every step of their work. However, there is still a lack of pride in the work they do.

This is in line with the research conducted by Mahirah, A. M, & Setiani, S, (2022). The researcher on "The Influence of Work Motivation, Job Satisfaction and Work Ethic on Employee Performance at PT Surya Indah Food Multirasa Jombang" shows that there is a positive and significant influence on Employee Performance. The results showed that the significant value was $0.000 < 0.05$ and has a regression coefficient value of 0.295. Then, it was also supported research by Dewi et al., (2015) those who researched "The Influence of Work Ethic, Intensity, and Career Development on the Performance of Employees of the Cutting Department of PT. Morichindo Fashion Name" which states that there is a significant influence on Employee Performance, with a t calculation result of 3.068 and at a significant level of 5%/2 there is a table t result of 1.980.

CONCLUSION

The analysis's findings demonstrate that work ethics, organizational citizenship behavior (OCB), and organizational culture all significantly impact employee performance. This means that a good Organizational Culture provides clarity in instructing its tasks, even though in terms of collaboration between divisions, there is still room for improvement. A high OCB reflects the positive behavior of employees in helping others and contributing to an organization. In addition, a strong work ethic is able to encourage employees to work hard and be dedicated to the company. This research strengthens the theory of the importance of factors and behaviors in an organization to improve employee performance. The results of this study support and expand the understanding of how these factors simultaneously affect employee performance. Thus, this study provides empirical evidence on the importance of creating a positive and collaborative work environment to improve employee performance. Further research can expand the scope by adding other variables that can affect employee performance.

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