

Role Of Work Motivation And Organizational Culture In Improving The Performance Of Civil Servants And Organizational Citizenship Behavior (OCB) In Boalemo District Gorontalo Province

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Abstract: This research aims to determine the effect of work motivation on employee performance, organizational culture on employee performance, motivation influence on Organizational Citizenship Behavior, organizational culture on Organizational Citizenship Behavior, determine the effect of work motivation on Organizational Citizenship Behavior (OCB) mediated by employee performance and knowing the influence of organizational culture on Organizational Citizenship Behavior mediated by employee performance. The population in the study were all employees of the entire Regional Government of the Boalemo Regency consisting of the Secretariat, Agency, Office, District and General Hospital with a total population of 1,569. Samples of 236 job holder using proportional random sampling technique sampling. Data collection through questionnaires and analysis techniques using Structural Equation Modeling (SEM). The results of this study indicate that: motivation has a significant effect on employee performance, organizational culture has no significant effect on employee performance, motivation has a significant effect on Organizational Citizenship Behavior, organizational culture has no significant effect on Organizational Citizenship Behavior, employee performance mediates the influence of motivation on Organizational Citizenship Behavior, and employee performance unable to mediate the influence of organizational culture on Organizational Citizenship Behavior.

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

1 INTRODUCTION

Employees of the State Civil Apparatus, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements appointed by official civil servants and entrusted with duties in a government position or entrusted with other state duties and paid according to the laws and regulations. The management of the Civil Servants is the management of civil servants to produce professional civil servants, have basic values, professional ethics, free from political intervention, free from corruption, collusion and nepotism. The Regional Government of Boalemo Regency is in the main task and the function of administering the government in the Regency is to carry out governance, development and community development, development of administration, organization and management and formulating policies and coordinating regional offices and regional technical institutions. According to Karhi (1997) service delivery must be fulfilled by the state apparatus and must follow the development of the community while having the ability high professional. In line with the service to the Regional Government (PEMDA) it is necessary and continuously improved, in accordance with the applicable rules and regulations and with an understanding to improve employee performance. The fact shows that, the local government through the existing regional unit has provided various assistance to support the implementation of the work, including providing official vehicles for echelon II, III and IV officials, bus picking up employees every working day as well as providing official housing for employees. With the provision of supporting support, employees are expected to be disciplined in working and continue to improve their performance. Another phenomenon that often happens, employees leave the place of duty for months even though they have been given responsibility for holding positions. (Wonda, 2013). This has resulted in frequent submissions of late reports by some parts and also less efficient work (Head of Inspectorate, 2015). Another problem that is still often found

is that there are also employees who do not enter work for reasons that are not clear without reporting to the leader or to the workplace, leaving the office with a personal goal during working hours, even though the leader is in place. Factors that will affect employee performance are work motivation. Motivation is the power, both from within and from outside that encourages a person to achieve certain goals that have been set beforehand. Motivation is one of the roles that must be carried out by the leader towards his subordinates. Leaders motivate employees to produce performance that is determined, provide support, help, and direct employees in completing their work, a leader must have the right way to motivate employees to achieve high work performance. Frederick Herzberg (1959) because it emphasizes intrinsic motivation to improve employee motivation and extrinsic motivation can cause employee job satisfaction so that it has an impact on employee behavior and performance. Organizational Citizenship Behavior (OCB) is something that has a positive impact on the running of the organization. OCB contributes to improving employee productivity improving performance and strengthening the organization's ability to adapt effectively. Podsakoff, et.al. (2000) because of the large influence on employee performance in organizations, it is very important to know the variables that can improve Organizational Citizenship Behavior Podsakoff et al. (2009). Organizational culture variables effect on performance, the basis of this statement is reinforced by theories and empirically from experts who declare organizational culture to be guidelines in the process of adaptation in the organizational environment and types of culture organizations can be predictors for performance and effectiveness. According to Ojo (2009), organizational culture determines the level of productivity of an organization. One of the reason main in assessing organizational culture due to arguments or assumptions Organizational culture can shape superior organizational performance. The OCB study which is expected to contribute as a mediation to increase effectiveness and productivity so that it can enable organizations to adapt to the

environment is always changing and can strengthen communication in team work (Podsakoff et al. 2000; Organ and Paine, 2000). With the reason for the importance of effectiveness in the organization, there is a need for further studies on variables that can improve OCB in organizations. (Podsakoff et al. 2000) ", this study will combine several models of results from previous studies using the OCB variable as a mediating variable of motivation and organizational culture with performance.

2 Literature Review And Testing Of Hypotheses

Motivation explains what makes people do something, keeps them doing it, and helps them in completing tasks. This means that the concept of motivation is used to explain the desire to behave, the direction of behavior (choice), the intensity of behavior (effort, sustainability), and the actual completion or achievement (Pintrich, 2003). Motivation is related to the level of effort a person takes in pursuing a goal. Herzberg's motivation theory or hygiene theory assumes that one group of factors, motivators, provides high-level motivation. Other groups of hygiene factors or maintenance factors (maintenance), can cause dissatisfaction with work. Herzberg et al. (1959) noticed that has been done on a research unit, which is as complex-attitude-effect factor (factors-attitude-effects, FAE). The theory of two factors is not without deficiencies, and from a number of motivational theories can not be separated from criticism and suggestions that need to be conveyed, but one of the challenges in understanding and applying Herzberg's theory is to calculate precisely which factors are more powerful in employee work life, extrinsic factors stronger or otherwise intrinsic factors. Baron and Greenberg (1990) states that research - research conducted to prove this theory showed mixed results. Even some studies show what Herzberg called a motivator and hygiene, both have a strong influence both on satisfaction and job dissatisfaction. However Herzberg's Two-Factor theory can still be used to provide a very useful framework for describing certain conditions in which people can find job satisfaction and dissatisfaction. Motivation is a condition that moves employees who are directed to achieve organizational goals, mental attitude is a mental condition that encourages employees to strive to achieve maximum work performance. Based on the views of several concepts about motivation above, according to Uno (2012) there are three elements which are key to motivation, namely: 1) effort, 2) organizational goals, and 3) needs. The element of effort is a measure of intensity. In this case if someone motivated in carrying out his duties he tried as hard as he could, so that these high efforts produced high performance. Therefore, in giving motivation to a person, it is necessary to consider quantity quality that can generate efforts and be directed at achieving the motivation of the organization's objective. Organizational culture is a shared value system in an organization that becomes a reference for how employees conduct activities to achieve the goals or ideals of the organization. This is usually stated as the vision, mission and goals of the organization. Organizational culture is developed from a collection of norms, values, beliefs, hopes, assumptions, and philosophies from the people in them. Therefore it is not surprising if it is then clearly seen in individual and group behavior. Organizational culture within the Ministry / Institution and Government Regions can be recognized as organizational excellence in answering challenges and changes. Ministries / Institutions and Local

Governments are expected to be able to create and develop an organizational culture that is oriented towards performance improvement, including through training, work unit performance evaluation and employees, socialization, benchmarking, and learning laboratories. Robbins and Judge (2008) organizational culture (Organizational culture) as a system of shared meanings adopted by members that distinguishes it from other organizations. More lan jut, Robbins and Judge (2008) stated that a shared meaning system was formed by its citizens which at the same time differentiated it from other organizations. So the organizational culture associated with the values, habits, ways of working, ceremony, tradition, accepted by the members of the organization as a system of shared meaning, as certain characteristics (identity) that distinguish the characteristics of other organizations. This shared meaning system when observed is a set of characteristics that are always encountered when observed is a set of characteristics that are always found in an organization, and are usually used as an unwritten norm but held and carried out every day Performance is an effort of workers' activities in producing output based on the development of directed, organized and continuous work to achieve the work substance. The work sub-definition in question is the amount of work that can be assessed or measured. This is the definition definition as an organization in defining broader performance. According to Rivai (2004) Performance is a function of motivation and ability. Bernardin and Russel (1993) argue that there are several criteria for measuring individual employee performance, including quality, quantity, timeliness, effectiveness, independence, and work commitment. So, some literature explains that if the relationship between performance measurement and strategy becomes meaningful and effective, it means there is consistency in decision making and action. Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the objectives of the organization legally, not against the law and in accordance with morals and ethics. According to Gomes (2003) states employee performance as a record of production results in a specific job function or activity over a certain period of time. Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the objectives of the organization legally, not against the law and in accordance with morals and ethics. According to Gomes (2003) states employee performance as a record of production results in a specific job function or activity over a certain period of time. Organizational citizenship behavior (OCB) is often interpreted as the behavior / attitude of workers that exceeds the requirements in which the formal role cannot be directly seen and recognized by formal / formal compensation / reward systems, can facilitate organizational functions Organ (1998) Organizational citizenship behavior involves several behaviors including helping others, being volunteers for extra tasks, obeying the rules and procedures of the workplace. Performance in an organization can be influenced by OCB, Citizenship behavior can help people work together to improve group performance. Employees working together to help each other do not have to ask their superiors to ask for help, letting superiors be free from more important

tasks (Podsakoff et al., 2000). OCB can also be interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation. That is, even though an employee who has a high OCB will not be paid in the form of money or certain bonuses, the OCB is more about the social behavior of each individual to work beyond what is expected, such as helping colleagues during voluntary breaks is one example.

3 RESEARCH METHODS

This study uses an explanation (explanatory research), namely causality by explaining a relationship between research chosen through hypothesis testing (Ghazali, 2006). This type of research is chosen considering the objectives to be achieved include efforts to explain the relationship and the influence that occurs between questionnaires as a primary data collection tool. This research approach uses the postpositivist paradigm or also called positivism. The paradigm develops science (such as thinking about causation, reduction to variables, hypotheses and specific statements using observation and test theory measurements). Therefore anyone who will examine the reality, can observe or measure it, and if the observation / measurement is not biased then the results of the research can be categorized as scientific knowledge (scientific knowledge). The population in this study were all employees at the Regional Government of Boalemo Regency, Gorontalo Province. Paying attention to the population in the Regional Government of the Province of Boalemo, Gorontalo Province is very large, so that the number of samples is not too large, then the Stratified Proportional Random Sampling Technique is done by determining the sample based on the Slovin formula (Umar, 1999) so that it can be said to be representative. Of the total population of 1,569 employees with 6 % precision so the description of the sample size is 236 respondents. To test the validity of the hypothesis that has been formulated previously, the analytical method used in this study is to test the research instrument using two test methods namely validity and reliability testing. This test is conducted to ensure that the research instrument (questionnaire) meets the requirements to be used as a data collection tool. Having tested the validity and reliability testing later This study uses two approaches analisis method, namely descriptive analysis and Structural Equation Modeling (SEM) using AMOS application 16.0 0. (Solimun, 2010).

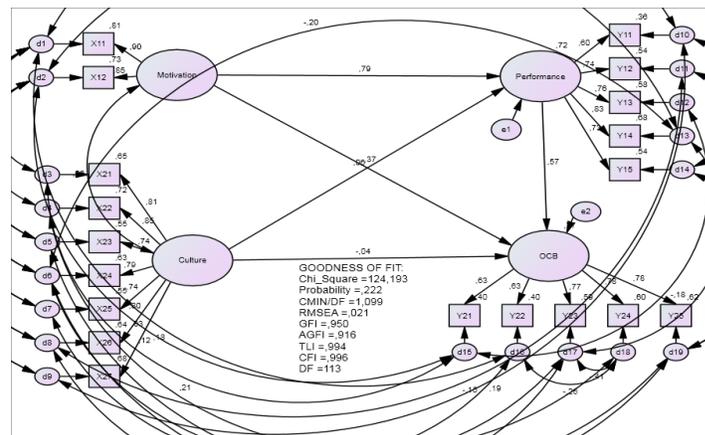
4 RESULTS AND ANALYSIS

The empirical testing and verification of the influence between the variables of this study besides using descriptive statistical analysis also used inferential statistical analysis namely structural equation modeling. Analysis of Structural Equation Modeling (SEM) to analyze the feasibility of the structural model and analysis of the structural relationship model can be described as follows:

Results of Structural Model Feasibility Test

Feasibility testing of structural models aims to determine the suitability of the data with the results of observations that were built and estimated using standardized regression weights. The structural model built and estimated consists of direct and relationship relationships not directly referring to the problem formulation and research objectives. The structural model is said to be in accordance with the observation data if Chi-square is small and non significant at $\alpha = 0.05$; probability

value ≥ 0.05 ; $CMIN / DF \leq 2.00$; $RMSEA \leq 0.80$; $GFI, AGFI \geq 0.90$; and $TLI, CFI \geq 0.95$. The results of data processing in Appendix 6 show the criteria for conformity of the model is done by comparing the cut-off value of the goodness of fit index obtained from the estimation results of the model, that the model does not meet the requirements criteria. The results of the structural model feasibility testing through the path diagram are presented in the following Figure:



Path Diagram Full Structural Model Testing Model (Model 1 (Initial))

Based on the table it is shown that after doing Modification Indices it is shown that model 2 (End) has fulfilled the Goodness of fit tests, namely the suitability of the Model with the cut-off value, because of the nine suitability criteria of the model, model 2 (end) has been fulfill 7 (seven) of the 8 (eight) model conformity criteria. The test results of the model above show that of the eight criteria of goodness of fit the structural model index is built to estimate parameters in accordance with the data of the observations, there are 7 (seven) criteria that have met the required cut-off point, namely the Chi-square; Probability, CMIN / DF, CFI, TLI and RMSEA and GFI, while AGFI is not good (Marginal). Structural relationship model tests were carried out after the structural model built in this research was in accordance with the observation data and the structural model suitability index. The purpose of testing the structural relationship model is to determine the relationship between the latent variables built in this study. The latent variables built in this study are Work Motivation (X_1), Organizational Culture (X_2), Employee Performance (Y_1) and Organizational Citizenship Behavior (OCB) (Y_2).

Hypothesis Testing and Path Coefficient Value

H/P	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Information
	Exogenous	Intervening	Endogenous					
1	Motivation work		Performance employee	0,000	0.792	0,000	0.792	Positif and Significant
2	Culture organization		Performance employee	0,676	0.062	0,000	0.062	Positive and Not Significant

3	Motivati on work		OCB	0.024	0,374	0,000	0,374	Positiv e and Signifi cant
4	Culture organiz ation		OCB	0.751	-0,040	0,000	-0,040	Negati ve and Not Signifi cant
5	Perform ance employ ee		OCB	0,000	0,573	0,000	0,573	Positiv e and Signifi cant
6	Motivati on work	Perform ance employ ee	OCB	0.001	0,374	0,454	0,828	Positi f and Signifi cant
7	Culture Organiz ation	Perform ance employ ee	OCB	0.678	-0,040	0,036	-0,004	Negati ve and Not Signifi cant

Source: Processed primary data, 2018

The results of standardized regression wights estimation, CR (critical ratio) which is equated with t test on the regression analysis and probability shows that there are seven direct relationship models built in this research, namely: (1) work motivation has a positive and significant effect on employee performance ; (2) organizational culture influences positive and significant influence on employee performance ; (3) work motivation has a positive and significant effect on OCB ; (4) organizational culture influences negatively and is not significant to OCB ; (5) b erpengaruh employee performance positively and significantly related to OCB; (6) Work motivation has a positive and significant effect on OCB through employee performance ; (7) organizational culture influences negatively and is not significant to OCB.

5 DISCUSSION OF ADVANCED RESEARCH

This discussion focuses on the decisions that result from testing hypotheses, in an effort to answer the formulation of research problems. The results of the analysis of hypothesis testing are described as follows :

Effect of work motivation on employee performance

The influence of work motivation on employee performance is to answer the formulation of problems and hypotheses about work motivation on employee performance. Intrinsic motivation has Perana n most important in shaping the motivation to work, some of the determining factors including the intrinsic motivation of achievement, recognition awards and praise, work responsibilities, employee progress and the possibility to develop. This research is in line with the findings of research from Fiqh Hidayah, et. Al. (2014) ; Nurun Nabi, et. Al. (2017); Maryam Azar & Ali Akbar Shafighi. (2013) This study supports finding that there is a significant positive relationship between work motivation which has 7 aspects of indicators of salary and wages, job security, work environment conditions, recognition and rewards, career development and development, the nature of work and job responsibilities, and factors that according to the work can have a significant effect on performance. The theory that supports the results of this study, among others, is stated by According to Luthans (2011), workers must motivate themselves to achieve job satisfaction

so that it has an impact on high performance both individually and in groups. In this study examines the work motivation of employees who have a bond with employee performance so that the positive impact in improving the performance of employees in the Regional Government of Boalemo Regency. The influence of work motivation on performance is due to the psychological encouragement of employees in acting, behaving in an organization. In addition to this the driving force will cause employees to be willing to carry out activities and mobilize their abilities which are realized in the form of expertise or skills both in the form of energy and time in carrying out various activities which are the responsibility of each employee in achieving organizational goals. The fact of the interview confirms that the employee performance improvement every year mengevalu ation of all employees, both contract employees and civil servants. Contract employees and civil servants, including pe nsiunan also given rewards or any other awards for civil servants who truly have achievements in terms of performance and discipline. Within a year evealusi employee performance is carried out 2 times by sharing rewards for employees who have achievements. The test results directly show that there is a positive and significant influence between motivation on employee performance.

Influence of Organizational Culture on Employee Performance

Organizational culture on employee performance aims to answer the formulation of problems and hypotheses in this study regarding the cultural impact of organizations on employee performance. Organizational culture indicators on team orientation are dominant factors that are able to reflect the organizational culture reflected in effective teamwork, teamwork can work well. Organizational culture in this study describes several indicator items about organizational culture including innovation and risk taking, attention to detail, results orientation, person orientation, team orientation, aggressiveness and stability / stability. The results of this study support the research findings of Balthazard, Cooke and E. Potter (2015). Chamariah, et.al. (2015). The result is that organizational culture has no significant effect on performance. The results of this study also reinforce the theory of Robbins (2006) that organizational culture is not the same effect on the formation of behavior of each member of the organization. Some are strong and some are weak. The non-influence of organizational culture on employee performance is partly due to the low teamwork carried out by employees who work on teamwork not yet effectively doing their work compared to employees who work individually in dealing with problems that they consider complex. each employee is expected to observe or analyze and analyze each activity in detail, by giving attention to an institution so that each activity is carried out in a detailed and systematic manner, but this has not been able to show good performance improvement. The low organizational culture is caused by team collaboration that has not been implemented well in some parts and pressures in a job and in terms of problem solving that is considered complex is one of the causes of a decreased organizational culture, according to Schein (2004) states that organizational culture is formed due to there is a challenge, then according to Jaw and Liu (2003) suggests that in the measurement of organizational culture can be linked to renewal. No influence on organizational culture with employee performance in accordance with the facts on the ground from the results of

interviews conducted with the Head of the Boalemo Regional Government BKD states that individually or as a group of people will not be separated from the organizational culture and in general they will be affected by the diversity of available resources as a stimulus to act. Various actions taken by a person must vary in their behavior. Furthermore, there is a lack of socialization regarding organizational culture especially in the implementation of the vision and mission of the Boalemo District Government. Furthermore, there is a local culture that actually has a very good cultural value of mutual cooperation, helping each other from one another. But in its implementation this value is not used properly where there are still traits that hope for each other among colleagues in completing their work.

Influence of Organizational Culture Against OCB

The influence of organizational culture on organizational citizenship behavior (OCB) employees aims to be able to answer the formulation of the problem and the hypothesis in this study which states that organizational culture has an influence on employee OCB. Organizational culture in this research is elaborated into indicators of organizational culture questions which include innovation and risk taking, value attention, results orientation, person orientation, team orientation, aggressiveness and stability/ stability. Indicators that are perceived as lacking in organizational culture variables are results orientation. Facts in the field based on respondents' assessment of organizational culture variables can be known if the majority of respondents perceive that they are good at work but have not been implemented optimally. This means that when observed from actual empirical facts through employee perceptions of attitudes shown related to risk taking, value attention, results orientation, person orientation, team orientation, aggressiveness and stability / stability are good. Furthermore, the respondents' assessment of the results orientation has the lowest mean value compared to other indicators. The results of this study support the research findings of Ajay K. Jain (2015); Chamariyah, et.al. (2015) who found that organizational culture had no significant effect on organizational citizenship behavior (OCB). The results in this field support Veithzal's (2004) theory that organizational culture that cannot be implemented well will lead to conflict within the organization so that it can form a dysfunctional culture. Organizational culture is not the same effect on the formation of the behavior of each member of the organization. It can be concluded that organizational culture is a pattern of basic assumptions created, understood by certain groups to be able to solve organizational problems both from within and from outside the organization. Strong culture, will have an impact on employees to work based on their capabilities. Organizational culture is an invisible social force that can move people in an organization to carry out work activities.

Influence Employee Performance Against OCB

Effect of employee performance on OCB to answer the formulation of the problem and hypotheses in research regarding the role of employee performance in improving OCB. The facts in the field based on the results of respondents' research on employee performance variables are known that the majority of respondents perceive well. This means that if observed from actual empirical facts through employee perceptions of employee performance related to the

quantity of work, quality of work, timeliness, attendance and cooperation. The average respondent shows that if the employee's performance is in good category. Furthermore, the respondents' assessment of the indicator of conscientiousness has the highest average score or is in a very good category. Organizational Citizenship Behavior can arise from various factors in the organization, including because of the performance of employees and high organizational commitment (Robbin & Judge, 2007). When employees are able to complete the work on time and work optimally, even do some things that may be outside their duties. According to Lovell (1999) argues that OCB is a behavior that extends and exceeds any behavior that has been required by the organization as stated in a formal job description. According to Witt quoted by Lovell, OCB refers to actions carried out by employees beyond the roles that have been required by the organization and that these actions promote the welfare of colleagues, work groups or even organizations. Organizational citizenship behavior (OCB) is considered as an excessive attitude/behavior of an employee towards his organization as a form of responsibility.

Influence Motivation Against OCB

This suggests that culture does not affect customer satisfaction. Negative path coefficient means that there is a non-directional relationship that has an indicator of culture, sub-culture and social groups unable to increase customer satisfaction in Islamic Banking in Gorontalo Province. The results of this study support the findings of the study from Acik Uhya (2013) who found that culture has no significant effect on customer satisfaction. The results in this field support Hall's (1989) theory which explains that culture is communication so if the communication does not go well it will cause dissatisfaction. In the perspective of Islamic culture are all values, thoughts, and symbols that influence the behavior, attitudes, beliefs, and habits of a person and society. An example is the timely culture taught in Islam. In the Hadith narrated by Imam Baihaqi, the Prophet Muhammad SAW said that which means "Prepare five before (coming) five. Your life period before your dead time, your healthy period before your sick time, your free time before your busy time comes, your youth before your old age comes, and your rich time before your poor time comes." (Baihaqi from Ibn Abbas)". Culture's lack of influence on customer satisfaction is caused by the existence of ancestral values and moral upbringing from families that should be able to influence customers to make choices, but this does not happen. Basically the majority of people in the Muslim Gorontalo Province should be able to understand well the existing culture but in reality it cannot help the community well in understanding the existence of Islamic banking so that it becomes very limited in knowledge, their movement to find out the basic differences with conventional banking so that it has an impact on the customer's lack of satisfaction.

Influence Motivation Against OCB mediated by Employee Performance

Motivation is able to provide an increase in employee OCB through mediating employee performance which shows a positive and significant influence, therefore the proposed hypothesis can be accepted. This shows that employee performance has succeeded in mediating between the influence of motivation on Organizational Citizenship Behavior

(OCB). Motivation makes a person's behavior pattern that is planning something planned. According to Walgito, 2003 argues that motivation as a hidden force causes or encourages us to behave. Motivation consisting of two indicators, each of which has a strong contribution (the value of the loading factor is the same) between intrinsic and extrinsic motivation means that the respondent who explains there are seven extrinsic statement items submitted by the researcher will show employee job satisfaction, the item includes 1) Wages, rewards or remuneration; 2) Work security; 3) Working conditions; 4) Status; 5) Procedure; 6) Quality of supervision and 7) Quality of personal relationships. As well as five intrinsic statement items, among others 1) Achievement of achievement; 2) Recognition; 3) Responsibility; 4) Progress of the employee himself; 5) Possibility of developing. The results of this study are in accordance with the results of research from Khadija, et. al. 2014. In the results of this study it can be seen the role of OCB as a moderating variable is able to direct the process of increasing employee satisfaction in work. While the same research was put forward by Wiwiek Harwiki, 2013. Where the results of his research stated that motivation had a direct influence on performance and had indirect influence through mediation of OCB. Changes in employee behavior will reduce morale, it can be concluded that high employee work motivation, by showing an increase in performance in the organization is able to increase employee love and loyalty to the organization which is shown by helping their colleagues in carrying out their tasks without demanding any reward in order to realize organization in accordance with the vision and mission of the organization in the Boalemo District Government.

Influence of Organizational Culture Against OCB mediated by Employee Performance

Organizational culture through the mediation of employee performance that will be able to improve OCB results of this research is not proven to show a positive and significant influence. This means that the performance of employees is not as mediating the influence of organizational culture on OCB employees. The study provides a sense that the culture of the organization ber influence of negative and not significant to increase employee performance. The nature of organizational culture towards performance shows OCB is not a mediating variable (non mediation) Organizational culture is a system that gives encouragement to behavioral attitudes shown by each individual in accordance with organizational goals. Organizational culture is not the same effect on the formation of the behavior of each member of the organization. Organizational culture should be able to provide encouragement to its employees so that employees can change their attitudes and behavior in order to be able to improve their performance. The results of this study are not in line with the theory of Schein 2004, the nature of culture in an organization basically leads to behaviors and attitudes that are considered appropriate, binding and motivating each individual within and directing efforts to find solutions in situations that sometimes confusing for the individual. Relationships do not sign i fikan indicated by a strong organizational culture is not able to produce employees with performance well to the organization of the Government of the District Boalemo and if it is not accompanied by OCB increased as well. The results of the above research are in line with Aaron Cohen. 2005. The results of this study indicate that there is no significant effect of

several commitments with ethnicity and culture in relation to dimensions performance and role of OCB, then Ajay K. Jain. 2015. From the results of his research, organizational culture did not show a significant impact on OCB. However, different results were stated by Khadija, et. al. 2014 K inerja have a significant positive relationship with all the factors that were confirmed by OCB. Ibrahım, et.al. 2013, a strong and significant correlation between organizational culture and employee performance. The results of interviews conducted by researchers with the Boalemo District Secretary, said that the reason why organizational culture did not have a positive and significant effect on OCB through the performance of employees was the first reason that the national government system had not been able to work optimally. This means that a person can become a leader but they are not equipped with basic ethics in good governance so this greatly influences the attitude and behavior of a leader in taking a policy and has an impact on the employee's work attitude or employee's OCB. This often happens in the Regional Government of Boalemo Regency so that a significant impact on the decline in performance is caused by the attitude and behavior of employees who are not loyal to their organization. The results of this study are very contrary to the actualization of the local cultural values of the people in the Gorontalo region in freedom of expression. But not a bit of air negative impact on culture and culture in the idea of freedom.

6 CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion, the conclusions regarding the effect of work motivation and organizational culture on OCB mediated by employee performance in the Boalemo District Government are as follows: Motivation directly affects employee performance. These results can be explained that the work motivation that has been used is Intrinsic motivation so as to provide encouragement and be able to provide inspiration for all employees in improving performance. Organizational Culture does not directly affect employee performance. These results can be explained that the organizational culture that has been used so far has been oriented towards results that have not been well implemented in some parts and pressures in a job and in terms of solving problems that are considered complex so that the performance of employees is not optimal. Motivation directly affects organizational citizenship behavior (OCB). Employees who have high intrinsic motivation are better at OCB because they show an attitude in working more than other employees as a form of their responsibility. Organizational culture has no direct effect on organizational citizenship behavior (OCB). The results of this study in forming OCB employees turned out to have the lowest value orientation but the results orientation could not be implemented well in producing work effectively. Employee performance directly affects Organizational Citizenship Behavior (OCB). This means that there is a close relationship with individual employee contributions in carrying out their work properly and as excessive work demands so that this can be understood because Organizational Citizenship Behavior (OCB) is able to involve the attitudes or behavior of some individuals in the organization. The mediating role of employee performance given to mediate the effect of work motivation on Organizational Citizenship Behavior (OCB) is a full mediation (full madiation). Whereas in mediating organizational culture against OCB and the role of mediating the performance of

employees who are not fully able to mediate in this case, it can be explained that a strong organizational culture is unable to encourage employees to improve their performance and not be able to change their behavior towards the organization. improve and account for his work

7 SUGGESTIONS

Based on the conclusions above, the suggestions given are as follows:

It is suggested to the Regional Government of Boelamo Regency to keep motivating its employees from both intrinsic and extrinsic factors by maintaining the atmosphere of working conditions to be more comfortable, safeguarding the security of the work environment and giving encouragement to employees to always be responsible in working to prevent various possibilities that will develop to support improvement the quality of its human resources.

It is suggested to the Regional Government of Boelamo Regency to improve the organizational culture of each SKPD so as to further increase the orientation of work results in achieving work results every year and minimize waste of work time that has nothing to do with office matters. This is done to reduce the violations that occur and impose sanctions. as a deterrent effect for employees who violate the rules of regulation that have been set by the Regional Government of the District of Boelamo.

It is recommended to all employees of the Boelamo Regency Government to improve Organizational citizenship behavior (OCB) through politeness in carrying out work duties by maintaining ethics in communicating with both leaders and colleagues and can help other units in completing their work so as to create good harmonization in work environment especially for the Boelamo District Government.

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