

Organizational Culture, Emotional Intelligence and Motivation: Its Effect on Organizational Citizenship Behavior (OCB) on Employees of State-Owned Enterprises in Indonesia

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Abstract: State-Owned Enterprises under the Ministry of State-Owned Enterprises of the Republic of Indonesia is finding cases of corruption because of the behavior of employees who are not responsible, so that the Ministry of State Enterprises of the Republic of Indonesia established new core values on the organizational culture or all State-Owned Companies. The purpose of this research was to examine the influence of organizational culture, emotional intelligence, and motivation on organizational citizenship behavior (OCB) on employees of State-Owned Enterprises in Indonesia. Researcher set organizational culture, emotional intelligence, and motivation as the independent variable, and organizational citizenship behavior (OCB) as the dependent variable. This research is an exploratory research that proves the causal relationship between the independent variables and the dependent variable using multiple regression analysis. The results of this research are that together organizational culture, emotional intelligence, and motivation have a considerable influence on organizational citizenship behavior (OCB). Whereas partially, organizational culture has no significant effect on organizational citizenship behavior (OCB) and for emotional intelligence and motivation has a positive and significant effect on organizational citizenship behavior (OCB) on employees in State-Owned Enterprises in Indonesia .

Keywords : organizational culture, emotional intelligence, motivation, organizational citizenship behavior (OCB)

1. Introduction

The organization or company has goals that have been set to be achieved jointly with all members of the organization or its employees. State-Owned Enterprises is a business entity owned by the government of the Republic of Indonesia which is established as one of the actors of national economic activities with the aim of realizing public welfare and meeting people's needs as mandated by the *Undang- Undang Dasar* 1945.

Based on the Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises, it is explained that State-Owned Enterprises has the aims and objectives of contributing to the development of the national economy in general and state revenue in particular, pursuing profits, organizing public benefits in the form of providing services and / or high-quality and adequate services for the fulfillment of the lives of many people, pioneering business activities that cannot be carried out by the private sector and cooperatives, and actively participating in providing guidance and assistance to economically weak entrepreneurs, cooperatives, and the community. However, in recent times, several cases have been found that are contrary to the achievement of these aims and objectives, this is shown by a statement by the Minister of State-Owned Enterprises (02 July 2020) on Liputan6.com, Jakarta, stating that State-Owned Enterprises used to play a dual role for public services, but when this was corruption and 53 cases were found. This continues to increase, The Minister of State-Owned Enterprises has reiterated (02 March 2021) to TEMPO.CO, Jakarta that there are 159 corruption cases involving State-Owned Enterprises and about 53 its employees have become suspects. Of course, this is contrary to the aims and objectives of establishing a State-Owned Enterprises.

Cases that occur in State-Owned Enterprises are of course caused by how involved employees are in the m. Achieving these State-Owned Enterprises goals requires the involvement of employees who are able to contribute to the company through behavior that exceeds the demands of their role. The high number of corruption cases in State-Owned Enterprises shows that the behavior shown by some its employees, in this case, of course, has a key role in not making a positive contribution to the company, on the contrary. This behavior is very necessary for the achievement of organizational or company goals and is known as the organizational citizenship behavior. Organ (2006) suggested that Organizational Citizenship Behavior is a performance that supports the social and psychological environment in which the performance occurs. Organizational citizenship behavior shows individual behavior which is a form of satisfaction based on performance and not based on formal orders, and

behavior and extra roles performed by employees do not expect material rewards (money) or voluntary behavior is not an act that is forced on things that prioritizes the interests and achievement of organizational or company goals .

The realization of this organizational citizenship behavior needs to be supported by several things, including organizational culture. Luthans (2011) argues that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act correctly from day to day. The Ministry of State-Owned Enterprises has seen various incidents that tarnish the reputation and integrity of State-Owned Enterprises and made a consideration by setting core values that apply to all State-Owned Enterprises and its subsidiaries through Circular Number: SE-7 / MBU / 07/2020 concerning Core Values of Resources Human State-Owned Enterprises in July 2020, AKHLAK was set as core values which are the acronyms of *Amanah* (trustworthy), *Kompeten* (competent), *Harmonis* (harmonious), *Loyal* (loyal), *Adaptif* (adaptive) and *Kolaboratif* (collaborative) which are internalized in Ministry of State-Owned Enterprises and its subsidiaries (SWAOnline - 30 August 2020). Jagannath Mohanty and Bhabani P. Rath (2012) in their research in the Global Journal of Business Research, revealed that organizational culture has an impact on Organizational Citizenship Behavior in the manufacturing industry, information technology and banking sectors.

Individual behavior in organization is certainly based on how individuals provide adaptive organizational responses to focus on cognitive activity and subsequent actions or what is called emotional intelligence (Leeper in John D. Mayer, 2007). Emotional intelligence is very necessary to achieve success at work and produce a prominent performance in the company. Maturity and emotional control or emotional intelligence and belief in God Almighty through faith and piety, will be very suitable for an employee to be able to survive and face various challenges, pressures, and conflicts in the work environment that have become part or risk of the profession. As research conducted by Kanimozhi Nayaranan (2016) in the Asian Journal of Management Research, revealed that emotional intelligence has a significant impact on Organizational Citizenship Behavior (OCB) on employees in manufacturing companies.

Another thing that encourages individuals to show their behavior, especially at work, is motivation. Basically motivation comes from within the individual, external factors are only triggers for the emergence of motivation. Motivation from outside is motivation whose triggers come from outside the individual. Meanwhile, internal motivation is motivation that arises from one's own initiative. An individual has the ability to get the urge to act. As stated by Herzberg (2017), motivation is a factor that encourages and stimulates employees to work better and productively and is also a factor that causes employee dissatisfaction. Ibrahim and Aslinda (2018) in their research in Business & Journal Bureaucracy, revealed that motivation has an impact on Organizational Citizenship at PT Telkom Indonesia - Makassar.

Based on the background described above, the researcher conducted a study entitled Organizational Culture, Emotional Intelligence and Motivation: Its Effect on Organizational Citizenship Behavior (OCB) on Employees of State-Owned Enterprises.

Based on the research background, the identification of the problem is the organizational citizenship Behavior (OCB) on employees of Ministry of State-Owned Enterprises in Indonesia, is considered to be still lacking, this is shown by the corruption cases that occur, this needs to be observed what factors have the greatest impact, seeing that Ministry of State-Owned Enterprises have implemented a new organizational culture that addresses very positive core values, emotional intelligence possessed by employees of Ministry of State-Owned Enterprises, of course this emotional intelligence is not only an individual innate thing but also has gone through various development processes within the company, as well as motivation which becomes an impetus to address the various behaviors of each individual employee.

Based on the research background and the identification of the problem, then the formulation of the problem is how the effect of organizational culture, emotional intelligence, and motivation toward organizational citizenship behavior (OCB) on employees of State Owned Enterprises in Bandung, Indonesia.

2. Literature Review

2.1. Organizational culture

Gareth R. Jones (2010) stated that organizational culture is the set of shared values and norms that controls organization members' interactions with each other and with people outside the organization. Organizational culture comes from four factors, namely, the personal and professional characteristics of people with the organization, organizational ethics, the property rights that the organization gives to employees, and the structure of organization.

Robbins (2015) argued that organizational culture is a common perception held by the organization's members; a system of shared meaning. Organizational culture consists of seven characteristics, namely:

- a. Innovation and risk taking. Innovation and the courage to take risks is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how the organization values risk-taking actions by employees and generate employee ideas.
- b. Attention to detail. Attention to detail is the degree to which the organization expects employees to show care, analysis and attention to detail.
- c. Outcome orientation. Results-oriented is the extent to which management focuses on results rather than on the techniques and processes used to achieve it.
- d. People orientation. Performance-oriented is the degree to which management decisions take into account the effects of results on people in the organization.
- e. Team orientation. Team orientation is the degree to which work activities are organized around teams, not individuals.
- f. Aggressiveness. Aggressive attitude is the extent to which the people in the organization are aggressive and competitive to carry out the organizational culture as well as possible.
- g. Stability. Stability is the extent to which organizational activities emphasize the status quo (maintaining what exists because it is considered good enough) rather than growth .

2.2. Emotional Intelligence

Daneil Goleman in Kreitner and Kinicki (2005) suggested that emotional intelligence is a person's ability to motivate himself and survive in the face of hopelessness to control delayed impulses and satisfaction and to regulate one's mood and keep stress from affecting his ability to think, to cause empathy and hope.

Jhon D. Mayer, Salovey, and Bracket (2007) suggested that emotional intelligence is the ability to monitor the feelings and emotions of a person and others, to differentiate between them and use this information to guide one's thoughts and actions.

Salovey and Mayers (1990) stated that there are five dimensions of emotional intelligence, namely:

- a. Recognizing self-emotion or self- awareness, namely recognizing feelings when they occur. This ability functions to monitor feelings from time to time and pay attention to feelings that arise. Inability to discern the feeling that people are in emotional power.
- b. Manage emotions. The ability to manage emotions is to handle feelings so that feelings are expressed appropriately. The ability to manage emotions includes: the ability to control yourself and the ability to calm down again.
- c. Motivate yourself. It is the ability to organize emotions, namely a tool to achieve goals in terms of paying attention which is very important for self-motivation, creation and self-control. People who have these skills tend to be much more productive and effective in various fields of activity that are carried out. This ability is based on the ability to control emotions, namely by restraining oneself from satisfaction and controlling impulses .
- d. Recognizing other people's emotions or empathy. It is a basic skill in getting along, how to know how other people feel plays a role in life's struggles. People who are empathetic able to capture signals - social signals hidden .
- e. Develop and mantain relationships with other people, including social skills that support popularity, leadership and the success of interpersonal relationships. This is an element to sharpen their interpersonal abilities, elements forming the appeal, and to succeed an social .

2.3. Motivation

Robbins and Judge (2015) suggested that motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal-specifically, an organizational goal.

Herzberg (1966) put forward the theory that suggests a double motivation 16 factors that can motivate a person to work optimally known by the term motivation intrinsic (motivating factors) and Motivation Extrinsic (hygiene factors) . Motivation Intrinsic motivation is associated directly with the execution of tasks, which include: recognition, achievement, it is likely to grow, it is likely to go forward and the work itself. High motivating factors will lead to job satisfaction. While motivation extrinsic, motivation surrounding the work and do not work motivational, which include; salary, relationships with employees, technical supervision, company and administrative policies, working conditions, status, personal life factors, and job security . Low hygiene factors will lead to job dissatisfaction.

2.4. Organizational Citizenship Behavior (OCB)

Robbins and Judges (2015) suggested that organizational citizenship behavior (OCB) is discretionary behavior that is not part of the formal job requirements of employees and which contributes to the psychological and social environment of the workplace called civic behavior .

Organ, DW, Podsakoff, PM, & MacKenzie SP (2006) revealed that organizational citizenship behavior (OCB) is the behavior of individuals who have the freedom to choose, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. Organizational Citizenship Behavior is also behavior and attitudes that benefit organizations that cannot be grown on the basis of formal role obligations or in the form of contracts or recompensations.

Organ, DW, Podsakoff, PM, & MacKenzie SP (2006) mentioned five dimensions of organizational citizenship behavior (OCB) which consist of:

- a. altruism is being willing to help others selflessly,
- b. civic virtue is showing voluntary participation and support for the functions of an organization or company, both professionally and socially,
- c. conscientiousness is about performance or roles that exceed minimum standards,
- d. courtesy is the behavior of doing kindness, respect for others and behavior to alleviate problems faced by coworkers, and
- e. sportmanship is emphasizing the positive aspects of the company rather than negative aspects, such as displeasing protest behavior, not finding fault, not complaining, and not exaggerating problems.

2.5. Research Paradigm

The research paradigm can be described as follows:

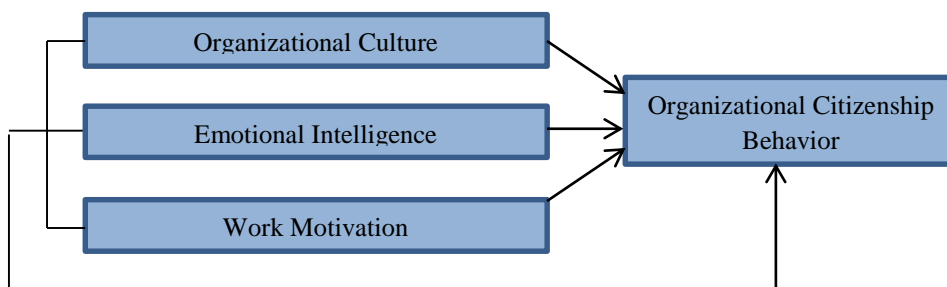


Figure 1. Research Paradigm

3. Research Method

This research is an exploratory research which proves the causal relationship between the independent variables and the dependent variable. The independent variables in this research are organizational culture (X_1), emotional intelligence (X_2) and motivation (X_3), while the dependent variable is organizational citizenship behavior (OCB) (Y). This research object choosed one of the State Owned Enterprises in the Telecommunication and Media Services Industry Caster located in Bandung-Indonesia. The population in this research were permanent and contract (PKWT) employees, amounting to 415 employees. The sample in this research were 81 employees of one of the State Owned Enterprises in the Telecommunication and Media Services Industry Caster located in Bandung -Indonesia. Determined by using a random sampling technique sampling and precision level of 10%, using the method stratified random sampling of employees by the researchers can be selected as the sample because it is considered appropriate and meet the criteria.

This reserach used multiple regression analysis methods, to determine how the influence of organizational culture, emotional intelligence, and motivation on organizational citizenship behavior (OCB).

Sources of data used in this researched are primary data and secondary data. The data collection technique used in this researched was a structured questionnaire with a research instrument in the form of a closed questionnaire.

The research instrument was developed by the researcher and the validity and reliability tests have been tested. Validity testing used the product moment correlation formula. Reliability testing used the Alpha Cronbach formula. The test results of all statement items, 29 statements of organizational culture, 25 statements of emotional intelligence, 12 statements of motivation, and 19 statements of organizational citizenship behavior (OCB), on the research instrument are valid with results indicating that all questions (r_{count}) are greater than r_{table} and reliable with a reliability test result greater than 0.60.

4. Results and Discussion

From the testing result, the overall hypothesis between the variables of organizational culture (X₁), emotional intelligence (X₂) and motivation (X₃), and the dependent variable is Organizational Citizenship Behavior (OCB) (Y) can be summarized through the table below :

Table 1 . Summary of Mutiple Regression Analysis

V ariable	Regression Coefficient	t _{count}	Sig.
Constanta	16,368		
Organizational Culture (X ₁)	-0.345	-1. 102	0 . 274
Emotional Intelligence (X ₂)	0.698	3. 657	0 . 000
Motivation (X ₃)	0.792	2. 187	0 . 032
F _{count}	27,149		0. 0 00
R _{square}	0.514		

Based on the results in table 1, it is known that the significance value for the influence of organizational culture (X₁), emotional intelligence (X₂) and motivation (X₃) on Organizational Citizenship Behavior (OCB) (Y) is 0.000<0.05 and the value F_{count}=27.149 is greater than F_{table}. It can be concluded that the regression model can be used in this research.

From the results of data processing obtained R_{square}=0.514, this value implies that the influence of organizational culture (X₁), emotional intelligence (X₂) and motivation (X₃) on Organizational Citizenship Behavior (OCB) (Y) is 51.4%, while the remaining 48.6% Organizational Citizenship Behavior (OCB) is influenced by other variables.

4.1. Effect of Company Culture (X₁) on Organizational Citizenship Behavior (OCB) (Y)

Based on the results in table 1, it is known that the significance value for organizational culture (X₁) is 0.274 (p>0.05), therefore the hypothesis is rejected, meaning that organizational culture (X₁) has no significant effect on Organizational Citizenship Behavior (Y). It is addressed why State-Owned Enterprises prevalent cases that deviate example of corruption, as opposed to mid concept of Organizational Citizenship Behavior (OCB), whereas State-Owned Enterprises has designed its organizational culture so as to support the achievement of companies goals one through the embodiment Organizational Citizenship Behavior (OCB). So that the development and application of this organizational culture needs to be supported by other variables including those examined in this study. These results differ from the research that has been done by Mira Sekar Arumi (2019) in which the influence organizational culture on Organizational Citizenship Behavior (OCB) with the organizational mediation commitment.

4.2. Effect of Economic Intelligence (X₂) on Organizational Citizenship Behavior (OCB) (Y)

Based on the results in table 1, it is known that the significance value for emotional intelligence (X₂) is 0.000 (p<0.05), therefore the hypothesis is accepted, meaning that emotional intelligence (X₂) has a positive and significant effect on Organizational Citizenship Behavior variable. (Y). This showed that emotional intelligence has an important role in realizing Organizational Citizenship Behavior (OCB) for employees of State-Owned Enterprises. This is consistent with previous research that has been done by Kanimozhi Narayanan (2016) to the employees of manufacturing companies, where emotional intelligence has good and significant influence on Organizational Citizenship Behavior (OCB). In addition, it is also in line with research conducted by Luxmi and AshuVashisht (2017) in their research on Nurses of Government and Private Hospitals in and around Chandigarh, where emotional intelligence and Organizational Citizenship Behavior (OCB) have an important role in achieving organizational success.

4.3. Effect of M otivasi (X₃) on Organizational Citizenship Behavior (OCB) (Y)

Based on the results in table 1, it is known that the significance value for motivation (X₃) is 0.032 (p<0.05), therefore the hypothesis is accepted, meaning that motivation variable (X₃) has a positive and significant effect on Organizational Citizenship Behavior (Y). Motivation, both intrinsic and extrinsic, has an influence on Organizational Citizenship Behavior of employees of State-Owned Enterprises. This is in line with research conducted by Sohana Wadud Ahmed & Tanzin Khan (2016) in their theoretical review, where intrinsic and extrinsic motivation affects employee's commitment to Organizational Citizenship Behavior (OCB). This is also in line with research conducted by Safaa Shaaban (2018) in his research on the Egyptian Governmental Sector,

which shows the results that the application of extrinsic motivation more than intrinsic motivation can develop Organizational Citizenship Behavior (OCB) among employees.

5. Conclusions

Organizational culture, emotional intelligence, and motivation have a considerable influence great on Organizational Citizenship Behavior (OCB) of employees in State-Owned Enterprises, while some by other variables that are not observed in this research. Organizational Citizenship Behavior (OCB) is something that needs to be cultivated and developed for all employee in the company in order to realize the company's success. Growing and developing Organizational Citizenship Behavior (OCB), among others, is effected by emotional intelligence and motivation. Emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB) on employees, especially in State-Owned Enterprises, as well as motivation, both intrinsic and extrinsic, which both have a significant effect on Organizational Citizenship Behavior (OCB) on employees, especially in State-Owned Enterprises. In this research, organizational culture has no significant effect on Organizational Citizenship Behavior (OCB), organizational culture however remains a matter which is important and needs to be developed and realized in the company in order to achieve the success of companies that may be made through the mediation of other variables.

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