

Organizational Citizenship Behavior as a Mediator of the Effects of Work Ability and Organizational Culture on Employee Performance

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ABSTRACT

The study purpose was to examine the influence of work ability and organizational culture on employee performance through Organizational Citizenship Behavior (OCB) among civil servants at ATR/BPN Malang Regency. The study aimed to determine whether work ability and organizational culture directly affect OCB and employee performance, as well as to analyze the mediating role of OCB in strengthening these relationships. This research provides insight into how internal competencies and cultural dynamics shape prosocial behaviors and performance outcomes within public-sector institutions.

Materials and methods. This quantitative study employed a survey method using structured questionnaires distributed to 125 civil servants (PNS and PPPK). The variables measured included work ability, organizational culture, OCB, and employee performance. Instrument testing consisted of validity and reliability analyses, followed by classical assumption testing to ensure data quality. Hypothesis testing was conducted through multiple regression and path analysis to examine both direct and indirect effects. The Sobel test was used to validate the mediating role of OCB.

Results. The findings indicate that work ability and organizational culture significantly influence OCB and employee performance. OCB also shows a significant positive effect on performance. Furthermore, OCB was found to mediate the relationship between work ability and performance, as well as between organizational culture and performance. These results suggest that employees with higher competence and strong cultural alignment are more likely to engage in voluntary behaviors that enhance their performance and organizational effectiveness.

Conclusions. The study concludes that strengthening work ability and cultivating a positive organizational culture are essential strategies for improving employee performance in government institutions. OCB serves as a crucial behavioral mechanism that amplifies the impact of these factors. Enhancing OCB among employees can therefore contribute to greater productivity, better service delivery, and more effective achievement of organizational goals.

Keywords: Work Ability, Organizational Culture, Ocb, Employee Performance, Public Sector.

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INTRODUCTION

In the ongoing reform era, the demand for high-quality and competitive human resources has become increasingly critical for the success and sustainability of organizations. Human resources are now widely recognized as the most essential asset for both public and private institutions, given their central role in improving organizational performance and delivering effective public services. Performance itself refers to the measurable outcomes of employees' efforts, which can be observed both in terms of quality and quantity (Putra & Wibowo, 2022). Employee performance is shaped by intrinsic factors such as ability and motivation, as well as extrinsic factors such as the work environment. These combined factors determine whether employees can achieve the performance standards expected by their organizations (Wibowo & Abdullah, 2023).

Employee performance remains a key indicator of the long-term viability of any organization, including public institutions. Susanto & Purnama (2021) emphasizes that performance is the consequence of a series of activities carried out over a specific period in accordance with binding policies. Achieving optimal performance requires employees not only to fulfill their formal job roles but also to demonstrate voluntary behaviors outside their prescribed duties, known as Organizational Citizenship Behavior (OCB), which significantly contributes to enhanced organizational outcomes.

Work ability plays a fundamental role in shaping such behaviors. Work ability is defined as an individual's physical and mental capacity to perform job tasks effectively (Setiawan & Handayani, 2020). Employees with higher education, knowledge, and job-related experience tend to demonstrate stronger performance outcomes. Research by Yuan & Xie (2022) confirms that work ability positively influences employee performance.

Organizational culture also plays a decisive role in shaping competent and productive human resources. Wibowo (2010) argues that organizational goals can only be achieved when human resources perform optimally within a supportive internal environment, including a strong organizational culture. Culture represents shared values, beliefs, and norms that guide employee behavior and influence performance. Studies by Setiawan & Handayani (2020) found that organizational culture positively affects employee performance. However, contrasting findings from Dewi & Rahmawati (2022) and Fitriani & Pertiwi (2021) indicate that organizational culture does not always have a significant impact, thereby revealing inconsistencies in the literature.

Organizational Citizenship Behavior (OCB) has been widely acknowledged as a behavioral construct that strengthens organizational functioning. OCB consists of voluntary actions beyond formal job requirements that support organizational operations, such as helping colleagues, showing initiative, and upholding organizational norms. Employees who exhibit high OCB tend to be more loyal, engaged, and aligned with organizational goals. Previous studies show that OCB can be influenced by work ability (Dirican & Erdil, 2020; Gupta & Shaheen, 2020) and organizational culture Paaïs & Pattiruhu (2020) and can in turn enhance employee performance. Furthermore, OCB acts as a strategic mediator that links individual capabilities and cultural values to performance outcomes. Research by Bhatti et al., (2021) provides evidence that work ability and organizational culture significantly influence employee performance through OCB, suggesting an interconnected mechanism.

Despite extensive theoretical discussions, empirical inconsistencies remain. Prior studies offer mixed results regarding the direct effects of organizational culture on employee performance, and limited research has combined work ability, organizational culture, OCB, and performance within a single comprehensive model, particularly in government institutions. Moreover, most existing studies focus on private organizations, leaving a research gap in public sector settings where bureaucratic characteristics, service demands, and organizational norms differ substantially.

Preliminary observations at the ATR/BPN Office of Malang Regency reveal several performance-related issues, indicating the relevance of investigating these variables. Findings show delays in service delivery, slow task completion, employees' limited understanding of assigned duties, and disorganized document management which disrupts Standard Operating Procedures (SOPs) and affects service timeliness. Organizational culture challenges were also identified, such as inconsistent attendance at morning assemblies, extended break times, lack of punctuality, and insufficient adherence to office discipline. Although some employees demonstrate OCB, supportiveness and willingness to help colleagues remain low, particularly when tasks fall outside employees' specific job scopes.

These conditions impede the achievement of organizational objectives and weaken public trust, especially given the strategic role of government employees as role models for the community. Improving employee performance in government institutions such as ATR/BPN is essential for strengthening public service quality and upholding organizational credibility. Considering the observed issues, theoretical inconsistencies, and the need for empirical insights within the public sector context, examining the influence of work ability and organizational culture on employee performance through organizational citizenship behavior (OCB) at the ATR/BPN Office of Malang Regency becomes not only relevant but urgently required. This study is expected to provide a comprehensive understanding of the factors shaping employee behavior and to offer practical recommendations for enhancing organizational performance.

METHOD

This research use a quantitative approach to empirically test the proposed hypotheses through statistical analysis, adopting an explanatory research design that aims to examine causal relationships

among variables. The research focuses on employee performance in relation to work ability, organizational culture, and Organizational Citizenship Behavior (OCB) at the National Land Agency (BPN) of Malang Regency, located at Jl. Terusan Kawi No.10, Malang, where optimal employee performance is essential for delivering effective public land services. The population consists of all civil servants and government contract employees working at the institution, totaling 125 individuals, and because the population size is relatively small, a census sampling technique is applied. The study includes four main variables work ability, organizational culture, OCB as a mediating variable, and employee performance each defined conceptually and operationalized using specific behavioral and performance indicators. Primary quantitative data are collected through a structured Likert-scale questionnaire and supported by documentation related to organizational profiles and employee data (Sugiyono, 2020). The research instrument is tested for validity using item–total correlations and for reliability using Cronbach’s Alpha with the assistance of SPSS version 26. Data analysis procedures include descriptive statistics, classical assumption testing (normality using the Kolmogorov–Smirnov test, heteroscedasticity examination through scatterplots, and multicollinearity testing using VIF values), followed by path analysis to determine both direct and indirect effects among the studied variables (Ghozali, 2018). The results from these analytical procedures are then used to evaluate whether the hypothesized relationships are statistically significant and to understand the role of OCB in mediating the influence of work ability and organizational culture on employee performance

FINDING AND DISCUSSION

Respondent Characteristic

The respondents in this study consist of 125 employees of the ATR/BPN Office of Malang Regency, comprising civil servants and government contract staff. Based on gender distribution, the majority are male (59.2%) compared to female employees (40.8%). In terms of age, most respondents fall within the 31–40-year age group (30.4%), followed by those aged 26–30 years (25.6%), 41–45 years (20.8%), above 45 years (14.4%), and fewer than 25 years (8.8%), indicating that the workforce is dominated by employees in their productive middle-adult stage. Regarding educational attainment, a significant portion of respondents hold a Bachelor’s degree (71.2%), while others possess a Master’s degree (13.6%), a Diploma (9.6%), or a Senior High School qualification (4%), showing that the organization is largely supported by academically qualified personnel. Based on tenure, more than half of the employees (52.8%) have worked for over two years, while 26.4% have a work period of 1–2 years, and 20.8% have less than one year of service. Overall, these characteristics illustrate that the respondents are predominantly male, highly educated, and relatively experienced, forming a stable and mature workforce within the ATR/BPN Office of Malang Regency.

Research Instrument Testing

Instrument testing was conducted to ensure that all questionnaire items used in this study were appropriate, accurate, and reliable for measuring the intended variables. The instrument was evaluated through validity and reliability tests, and the results are presented below.

a. Validity test

The validity test aims to determine whether each questionnaire item is capable of measuring the intended construct. An item is considered valid if its significance value is below 0.05. The results of the validity test for all variables are presented in the following table 1.

Table 1. Validity Test Results

Variable	Item	Significance	Information
Work Ability (X1)	X1.1.1	0.000	Valid
	X1.1.2	0.000	Valid
	X1.1.3	0.000	Valid
	X1.2.1	0.000	Valid
	X1.2.2	0.000	Valid
	X1.2.3	0.000	Valid
	X1.3.1	0.000	Valid
	X1.3.2	0.000	Valid
Organizational Culture (X2)	X2.1.1	0.000	Valid

Variable	Item	Significance	Information
	X2.1.2	0.000	Valid
	X2.2.1	0.000	Valid
	X2.2.2	0.000	Valid
	X2.3.1	0.000	Valid
	X2.3.2	0.000	Valid
	X2.4.1	0.000	Valid
	X2.4.2	0.000	Valid
	X2.4.3	0.000	Valid
Organizational Citizenship Behavior (Y1)	Y1.1.1	0.000	Valid
	Y1.1.2	0.000	Valid
	Y1.1.3	0.000	Valid
	Y1.2.1	0.000	Valid
	Y1.2.2	0.000	Valid
	Y1.2.3	0.000	Valid
	Y1.3.1	0.000	Valid
	Y1.3.2	0.000	Valid
	Y1.3.3	0.000	Valid
	Y1.4.1	0.000	Valid
	Y1.4.2	0.000	Valid
	Y1.4.3	0.000	Valid
	Y1.5.1	0.000	Valid
	Y1.5.2	0.000	Valid
	Y1.5.3	0.000	Valid
Employee Performance (Y2)	Y2.1.1	0.000	Valid
	Y2.1.2	0.000	Valid
	Y2.2.1	0.000	Valid
	Y2.2.2	0.000	Valid
	Y2.2.3	0.000	Valid
	Y2.3.1	0.000	Valid
	Y2.3.2	0.000	Valid
	Y2.3.3	0.000	Valid
	Y2.4.1	0.000	Valid
	Y2.4.2	0.000	Valid
	Y2.5.1	0.000	Valid
	Y2.5.2	0.000	Valid
	Y2.5.3	0.000	Valid

All questionnaire items have significance values below 0.05, indicating that each item is valid and capable of accurately measuring the variables in the study. Thus, the entire set of items can be confidently used for further analysis.

b. Reliability Test

The reliability test evaluates the internal consistency of the instrument, ensuring that the items within each variable yield stable and consistent results. Reliability was assessed using Cronbach's Alpha, where a value above 0.70 indicates that the instrument is reliable (Garson, 2016).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha
Work Ability	0.810
Organizational Culture	0.745
Organizational Citizenship Behavior (Y1)	0.853
Employee Performance	0.836

Based on the results, all variables have Cronbach's Alpha values greater than 0.70, indicating a high level of internal consistency. This confirms that the questionnaire items used in the study are

reliable. The OCB variable shows the highest reliability coefficient (0.853), suggesting exceptionally strong consistency among its indicators.

Descriptive Analysis

a. Work Ability (X1)

The descriptive analysis shows that employees' work ability is perceived to be in the very high category, with an overall mean score of 4.56. All three dimensions technical, conceptual, and social ability are rated very positively, where conceptual ability records the highest mean (4.69), followed by technical ability (4.50) and social ability (4.49). These results indicate that employees are considered highly capable of operating existing work tools, possess the skills needed to complete daily tasks, clearly understand organizational policies, support the realization of the vision and mission, think positively about organizational goals, and maintain good relationships with both supervisors and colleagues. In other words, respondents generally agree, even strongly agree, that the human resources at the ATR/BPN Office of Malang Regency have strong work abilities that support the implementation of their duties.

b. Organizational Culture (X2)

Organizational culture at the ATR/BPN Office of Malang Regency is assessed as high/good, with an overall mean score of 3.94, which falls within the 3.41–4.20 range. The dimensions with the strongest evaluations are detail orientation in tasks (4.58) and result orientation (4.54), suggesting that employees are perceived as careful in carrying out their duties and focused on achieving optimal work outcomes. Innovation and calculated risk-taking also score high (4.37), reflecting a culture that encourages new ideas while being willing to bear personal responsibility for risks. Indicators related to concern for employee health, comfort, and rewards also receive generally positive ratings, indicating that the organization is seen as paying attention to employee welfare. Overall, respondents tend to agree that the organizational culture supports accuracy, productivity, and responsible innovation, although there is still room for further strengthening in aspects related to employee interests and appreciation.

c. Organizational Citizenship Behavior (Y1)

Organizational Citizenship Behavior among employees is categorized as very high, with an overall mean score of 4.33. Courtesy emerges as the strongest dimension with a mean of 4.49, followed by conscientiousness (4.41), civic virtue (4.24), sportsmanship (4.29), and altruism (4.20). These scores indicate that employees generally show willingness to help co-workers, support new staff during orientation, comply with rules, are prepared to extend their working time when needed, and maintain honesty in their work. They also tend not to complain excessively, avoid looking for the organization's faults, refrain from exaggerating problems beyond their authority, carefully consider the impact of their actions, respect others' rights, and strive to maintain good interpersonal relations. In addition, employees are perceived as trying to maintain the organization's good image and to attend important meetings. Collectively, these findings suggest that OCB is strongly embedded in employees' behavior and contributes positively to the functioning of the organization.

d. Employee Performance (Y2)

Employee performance is also perceived to be in the very high category, with an overall mean score of 4.36. All performance dimensions show strong results: work quality (4.40), work quantity (4.25), timeliness (4.22), teamwork ability (4.46), and attendance (4.47). These values indicate that employees are considered capable of producing work with assured quality and satisfaction, achieving assigned targets, handling workload even beyond the standard volume completing tasks on time, and adapting to both routine and sudden tasks. Furthermore, respondents view employees as able to work effectively in teams, with teamwork helping clarify each member's role, and as displaying good attendance behavior, coming to work on time, being absent only for important reasons, and leaving the office according to established working hours. Overall, these results reflect that employee performance at the ATR/BPN Office of Malang Regency is evaluated very positively and is well supported by their work ability, organizational culture, and OCB.

Classic Assumption Test

Normality Test

The normality test was conducted using the One-Sample Kolmogorov–Smirnov method to evaluate whether the residuals from the regression model followed a normal distribution (J. F. H. Hair et al., 2018) . The results are presented in Table 3.

Table 3. One-Sample Kolmogorov–Smirnov Test for Normality

Statistic	Value
N	125
Mean	.0000000
Std. Deviation	3.25165988
Most Extreme Differences (Absolute)	.059
Most Extreme Differences (Positive)	.059
Most Extreme Differences (Negative)	–.036
Test Statistic	.059
Asymp. Sig. (2-tailed)	.200

The Kolmogorov–Smirnov statistic shows an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, indicating that the residuals are normally distributed. Thus, the regression model meets the normality assumption and is suitable for further statistical testing.

Heteroskedasticity Test

Heteroskedasticity was assessed using a scatterplot of standardized predicted values against standardized residuals. The scatterplot is shown in Figure 1.

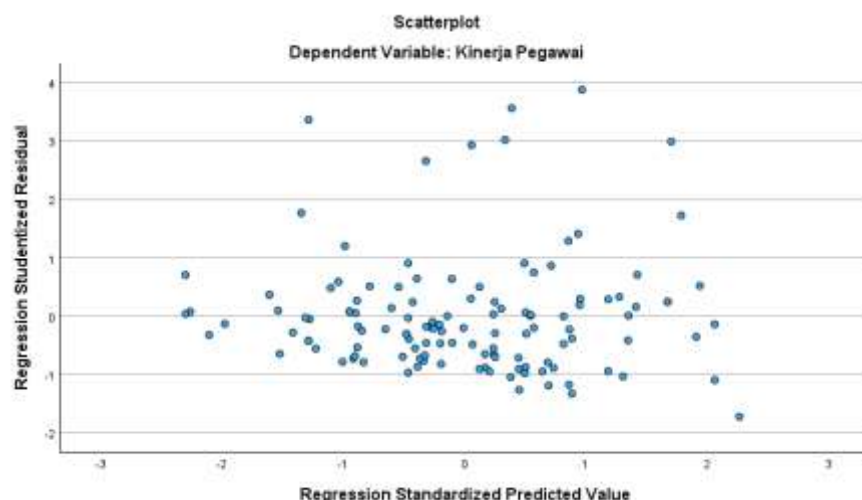


Figure 1. Scatterplot for Heteroskedasticity Test

The scatterplot displays data points that are randomly distributed above and below the zero line, without forming any specific pattern. This randomness indicates that the regression model does not exhibit heteroskedasticity. Therefore, the assumption of homoscedasticity is fulfilled, allowing the model to be considered statistically reliable.

Multicollinearity Test

Multicollinearity was examined using the Tolerance and Variance Inflation Factor (VIF) values. Variables are considered free from multicollinearity when Tolerance is greater than 0.10 and VIF is less than 10. The results are presented in Table 4.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Ability	0.756	1.323
Organizational Culture	0.662	1.511
Organizational Citizenship Behavior	0.710	1.408

All independent variables have Tolerance values above 0.10 and VIF values below 10. This confirms that no multicollinearity exists among the predictors, meaning that each independent variable can be reliably used in the regression model without inflating variance or distorting coefficients.

Structural Model Analysis

The structural model analysis aimed to determine the overall explanatory power of the combined variables in predicting the dependent variable. The total coefficient of determination (R^2) was calculated using the model's sub-structural R^2 values (Hair et al., 2022). The calculation is shown in Table 5.

Table 5. Calculation of Total Coefficient of Determination (R^2)

Component	Value
$1 - R_1^2$	0.722
$1 - R_2^2$	0.794
$1 - R_3^2$	0.800
$\sqrt{1 - R_1^2}$	0.849
$\sqrt{1 - R_2^2}$	0.891
$\sqrt{1 - R_3^2}$	0.894
Combined	0.676
Total R^2	0.324

The resulting total coefficient of determination (R^2) is 0.324, meaning that the variables included in the structural model explain 32.4% of the variance in employee performance. The remaining 67.6% is explained by other factors not included in the model. This demonstrates that although the model provides meaningful explanatory power, additional variables outside the scope of this study may also influence employee performance.

Hypothesis Testing Results

The hypothesis testing in this study examined the effects of work ability and organizational culture on organizational citizenship behavior (OCB) and employee performance, including the mediating role of OCB. The complete results of all four hypotheses are summarized in the following table.

Table 6. Summary of Hypothesis Testing Results

Relationship Tested	β	p-value	Direct Effect	Indirect Effect	Total Effect	Result
Work Ability $\rightarrow$ OCB	0.201	0.021	0.201	–	0.201	Significant
Organizational Culture $\rightarrow$ OCB	0.416	0.000	0.416	–	0.416	Significant
Work Ability $\rightarrow$ Performance	0.235	0.010	0.235	–	0.235	Significant
Organizational Culture $\rightarrow$ Performance	0.310	0.001	0.310	–	0.310	Significant
OCB $\rightarrow$ Performance	0.455	0.000	0.455	–	0.455	Significant
Work Ability $\rightarrow$ OCB $\rightarrow$ Performance	–	0.002 (Sobel)	0.235	0.091	0.256	Mediated
Organizational Culture $\rightarrow$ OCB $\rightarrow$ Performance	–	0.002 (Sobel)	0.310	0.189	0.328	Mediated

The results show that all hypotheses are supported. Work ability and organizational culture both significantly improve employees' OCB and performance. OCB also has a strong positive effect on performance. Furthermore, OCB functions as a mediator, strengthening the influence of both work ability and organizational culture on employee performance. This means that employees perform better not only when they have strong abilities and a supportive organizational culture, but also when they actively display extra-role behaviors that benefit the organization.

Discussion

The Influence of Work Ability and Organizational Culture on Organizational Citizenship Behavior (OCB)

The results indicate that work ability and organizational culture significantly influence OCB, meaning that employees with strong competencies tend to show voluntary behaviors that support organizational effectiveness. Employees who possess solid technical, conceptual, and social abilities are more likely to assist colleagues, take initiative, and contribute beyond their formal job descriptions, which is consistent with findings by Liu & Liu (2020) who highlighted the role of work ability in shaping discretionary behaviors. Similarly, a positive organizational culture characterized by shared values, discipline, and supportive interactions encourages employees to consistently engage in OCB, supporting the conclusions of Kim & Park (2020) and Anggraeni & Suharti (2020), who found that organizational culture strongly predicts OCB in public institutions.

The demographic profile of ATR/BPN Malang Regency employees, who are largely well-educated and have more than two years of tenure, further strengthens the development of OCB due to their deeper understanding of organizational norms and expectations an idea also supported by Kusumajati (2021), who noted that tenure and internalization of values enhance OCB. These findings align with previous studies confirming that work ability and organizational culture are key drivers of OCB within public institutions (Dewi & Rahmawati, 2022; Dirican & Erdil, 2020; Fitriani & Pertiwi, 2021).

The Influence of Work Ability and Organizational Culture on Employee Performance

The findings demonstrate that work ability and organizational culture significantly affect employee performance. Employees of ATR/BPN Malang Regency who possess high levels of competence tend to achieve targets, produce quality outputs, and complete tasks more efficiently, echoing results from Qureshi and Bashir (2020) who found work ability to be a strong determinant of performance. A supportive organizational culture emphasizing compliance with rules, effective communication, and recognition of achievements encourages employees to work responsibly and maintain high performance, in line with conclusions from Arshad & Zaman (2020) and Lestari & Yusuf (2022).

Considering that most employees are in a productive age range and have more than two years of work experience, their skills and work habits appear to be well established supporting Herzberg's two-factor theory where achievement and responsibility drive performance (Darmawan & Suryani, 2021). These results also align with prior empirical studies demonstrating that both work ability and organizational culture are strong predictors of employee performance (Hasibuan & Siregar, 2021; Mahendra & Susanto, 2020; Setiawan & Handayani, 2020).

The Influence of Organizational Citizenship Behavior on Employee Performance

OCB is shown to have a significant positive effect on employee performance, suggesting that voluntary behaviors such as helping colleagues, maintaining good interpersonal relations, and performing extra-role tasks directly contribute to improved work outcomes. This reinforces earlier findings by Martinez & Salanova (2021) as well as Susanto & Purnama (2021), who concluded that OCB enhances performance by improving teamwork and reducing organizational friction.

In a public-sector environment like ATR/BPN Malang Regency where job descriptions are strictly defined employees displaying high OCB provide added value by ensuring smoother coordination and better service delivery, which aligns with research by Omar & Ahmad (2020) The demographic profile of mature and experienced employees supports the development of stable OCB behaviors, which in turn enhances performance consistent with (Borman & Motowidlo (2021) conceptualization that contextual performance strengthens task outcomes. This finding aligns with previous research demonstrating that employees who exhibit OCB tend to perform better because they work with higher commitment and a stronger sense of organizational responsibility (Harwiki, 2020).

The Influence of Work Ability and Organizational Culture on Employee Performance through OCB

Path analysis results show that work ability and organizational culture affect employee performance both directly and indirectly through OCB. Employees with strong skills are more motivated to participate in prosocial behaviors, such as helping colleagues or contributing to organizational activities supporting the work of Gupta & Shaheen (2020). Likewise, a supportive organizational culture promotes cooperation, effective communication, and a positive work environment, all of which strengthen the likelihood of employees engaging in OCB, corresponding with findings by (Wibowo & Abdullah, 2023).

These OCB behaviors ultimately enhance performance by fostering teamwork, improving workflow, and supporting organizational goals. The demographic characteristics of ATR/BPN Malang Regency employees particularly longer work tenure also contribute to higher levels of OCB, as longer service typically increases employees' emotional attachment and sense of belonging, as argued by (Putra & Wibowo, 2022). This conclusion is consistent with prior studies confirming OCB's mediating role in linking work ability and organizational culture to employee performance (Dirican & Erdil, 2020; Lestari & Yusuf, 2022; Wibowo & Abdullah, 2023).

CONCLUSIONS

The findings of this study demonstrate that work ability and organizational culture play essential roles in shaping both Organizational Citizenship Behavior (OCB) and employee performance within ATR/BPN Malang Regency. Employees with strong competencies, supported by a positive and well-established organizational culture, tend to display higher levels of voluntary behavior that goes beyond their formal duties. OCB itself is proven to significantly enhance employee performance, indicating that prosocial behaviors such as helping colleagues, collaborating effectively, and upholding organizational values are important contributors to organizational success. These results highlight that improving employee capabilities and strengthening organizational culture can directly and indirectly elevate overall performance.

Furthermore, the mediating test confirms that OCB serves as a bridge between work ability, organizational culture, and employee performance. This means that when employees feel competent and work within a supportive cultural environment, they are more motivated to engage in extra-role behaviors that ultimately improve work outcomes. Considering the demographic characteristics of ATR/BPN Malang Regency employees particularly their relatively high education levels and tenure these conditions reinforce the development of OCB and optimal performance. Overall, strengthening work ability, cultivating a positive organizational culture, and encouraging OCB should be strategic priorities for enhancing employee performance in public-sector organizations.

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