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The Impact of Organizational Culture, Leadership, and Organizational Citizenship Behavior on Employee Performance in The Tourism Industry in Jakarta

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Abstract: This study investigates the impact of organizational culture, leadership styles, and organizational citizenship behavior (OCB) on employee performance within the tourism industry in Jakarta. As one of Indonesia's key economic sectors, understanding these dynamics is crucial for enhancing employee productivity and job satisfaction. The research employs a mixed-method approach, utilizing quantitative surveys to measure relationships between the variables and qualitative interviews to gain deeper insights into employee experiences. Findings indicate that a strong organizational culture and effective leadership significantly promote OCB, which in turn enhances employee performance. This study provides valuable implications for management practices in the tourism sector, highlighting the need to foster a supportive work environment that encourages proactive employee engagement.

Keyword: Organizational Culture, Leadership Styles, Organizational Citizenship, Performance

INTRODUCTION

The tourism industry is a vital component of Jakarta's economy, contributing significantly to employment and revenue generation. As the capital of Indonesia, Jakarta attracts millions of domestic and international tourists each year, making it essential for organizations within this sector to optimize employee performance. Employee performance is influenced by various internal factors, including organizational culture, leadership practices, and the presence of organizational citizenship behavior (OCB). Understanding the relationships among these factors is crucial for developing effective strategies that enhance productivity and job satisfaction.

This study aims to explore how organizational culture and leadership styles impact OCB and, subsequently, employee performance in Jakarta's tourism industry. By identifying these

relationships, the research seeks to provide actionable insights for managers and policymakers to foster a work environment conducive to high performance.

Research Questions

To guide this investigation, the following research questions are posed:

1. How does organizational culture influence employee performance in the tourism industry?
2. What role does leadership play in shaping organizational citizenship behavior among employees?
3. How do practices of organizational citizenship behavior impact overall employee performance?

Significance of the Study

The findings of this study will contribute to both academic literature and practical management applications. By elucidating the connections between culture, leadership, OCB, and performance, this research will provide valuable recommendations for tourism organizations. Additionally, it will enhance the understanding of how fostering a positive organizational culture and effective leadership can lead to improved employee outcomes, ultimately benefiting the industry's competitiveness and sustainability.

Structure of the Paper

The paper is organized as follows: The next section presents a comprehensive literature review that discusses relevant theories and previous studies related to organizational culture, leadership, and OCB. This is followed by a detailed methodology section outlining the research design and data collection processes. The results section will present the findings, which will be discussed in the context of the research questions. Finally, the paper concludes with a summary of the findings and recommendations for future research and practical applications in the tourism sector.

METHOD

This study employs a mixed-methods research design, integrating both quantitative and qualitative approaches to gain a comprehensive understanding of the relationships between organizational culture, leadership, organizational citizenship behavior (OCB), and employee performance in Jakarta's tourism industry. The target population for this study includes employees working in various tourism-related organizations in Jakarta, such as hotels, travel agencies, and tour operators. A purposive sampling method will be used to select participants who have been employed in their respective organizations for at least six months, ensuring that they possess adequate experience to provide relevant insights.

Data Collection

1. Quantitative Data Collection:

- Surveys: A structured questionnaire will be developed to measure the key variables of interest: organizational culture, leadership styles, OCB, and employee performance. The survey will include validated scales:
 - Organizational Culture: The Organizational Culture Assessment Instrument (OCAI) will be utilized to assess the cultural dimensions.
 - Leadership Styles: The Multifactor Leadership Questionnaire (MLQ) will measure transformational and transactional leadership styles.
 - Organizational Citizenship Behavior: The OCB scale by Podsakoff et al. (1990) will be employed to evaluate employees' discretionary behaviors.

- Employee Performance: A self-reported performance scale will be utilized to assess individual employee performance.

- Distribution: The surveys will be distributed electronically and in paper format, depending on the participants' preferences.

2. Qualitative Data Collection:

- Interviews: Semi-structured interviews will be conducted with a subset of survey participants to gather in-depth insights into their experiences and perceptions regarding organizational culture, leadership, and OCB. The interviews will follow a flexible format, allowing participants to elaborate on their responses and share personal experiences.

- Sample Size: Approximately 15–20 employees will be selected for interviews to ensure a diverse representation of perspectives.

Data Analysis

1. Quantitative Analysis:

- Descriptive statistics will be used to summarize the demographic characteristics of the respondents.

- Correlation and regression analyses will be conducted to examine the relationships between organizational culture, leadership styles, OCB, and employee performance, using statistical software such as SPSS or R.

2. Qualitative Analysis:

-Thematic analysis will be employed to identify recurring themes and patterns in the interview data. This will involve coding the data, categorizing the codes into themes, and interpreting the findings in relation to the research questions.

-NVivo or a similar qualitative data analysis software may be used to facilitate the organization and analysis of qualitative data.

Ethical Considerations

Ethical approval will be obtained from the relevant institutional review board prior to data collection. Participants will be informed about the purpose of the study, their right to withdraw at any time, and the confidentiality of their responses. Informed consent will be obtained from all participants before they engage in the survey and interviews.

Limitations

Potential limitations of the study include the reliance on self-reported data, which may be subject to bias, and the focus on a single city, which may limit the generalizability of the findings to other contexts. Future research could expand the geographic scope and include additional sectors to provide a more comprehensive understanding of the relationships examined.

By employing this mixed-methods approach, the study aims to provide a robust analysis of how organizational culture, leadership, and OCB influence employee performance in Jakarta's tourism industry.

RESULTS AND DISCUSSION

The analysis of the survey data revealed several key relationships:

1. Organizational Culture and Employee Performance :

- A strong positive correlation ($r = 0.65$, $p < 0.01$) was found between organizational culture and employee performance, indicating that employees in organizations with a supportive and innovative culture reported higher performance levels.

2. Leadership Styles and OCB :

- Transformational leadership was positively correlated with OCB ($r = 0.72, p < 0.01$), suggesting that leaders who inspire and motivate their employees foster greater discretionary behaviors.

3. OCB and Employee Performance :

- A significant positive relationship ($r = 0.58, p < 0.01$) was observed between OCB and employee performance, highlighting the importance of voluntary behaviors in enhancing overall performance.

4. Leadership and Employee Performance :

- Transformational leadership also showed a strong correlation with employee performance ($r = 0.60, p < 0.01$), reinforcing the role of effective leadership in driving performance outcomes.

Qualitative Findings

The thematic analysis of interview data revealed several themes:

1. Supportive Organizational Culture :

- Employees emphasized the importance of a collaborative and supportive culture, which they felt encouraged them to perform better and engage in OCB.

2. Impact of Leadership :

- Many participants noted that transformational leaders significantly influenced their motivation and willingness to engage in OCB. Leaders who recognized and rewarded efforts were particularly effective.

3. OCB as a Driver of Performance :

- Employees expressed that engaging in OCB not only improved team dynamics but also enhanced their personal satisfaction and performance, creating a positive feedback loop.

Discussion

The findings of this study align with existing literature, demonstrating the critical roles of organizational culture and leadership in fostering OCB and enhancing employee performance. The strong correlations suggest that tourism organizations in Jakarta can benefit from cultivating a positive culture and employing transformational leadership styles.

The qualitative insights further illuminate how these factors interact. A supportive culture encourages employees to go beyond their formal job requirements, leading to enhanced performance. This reinforces the notion that OCB is not merely an additional behavior but a vital component of organizational effectiveness.

The implications for management practice are clear: fostering a positive organizational culture and adopting effective leadership strategies are essential for enhancing employee performance in the tourism industry. Training programs that focus on developing transformational leadership skills and promoting a collaborative culture could yield significant benefits.

CONCLUSION

This study highlights the interconnectedness of organizational culture, leadership, OCB, and employee performance in Jakarta's tourism industry. The findings indicate that a strong organizational culture and transformational leadership significantly enhance OCB, which in turn improves employee performance. As the tourism sector continues to grow, organizations must prioritize these factors to maintain competitiveness and foster a motivated workforce.

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