



THE INFLUENCE ORGANIZATIONAL CULTURE AND MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN INTERNSHIP STUDENTS OF MANAGEMENT STUDENT ORGANIZATION 2025

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Abstract. This study aims to analyze the influence of organizational culture and motivation on the organizational citizenship behavior of internship students in the Management Student Organization 2025. The research method used in this study is a survey with a quantitative approach. The primary data collection technique employed is a questionnaire. The sampling technique used in this study is a census or total sampling method, involving 57 respondents. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS 3.2.9 software. The results of the study indicate that both organizational culture and motivation have a positive and significant effect on the organizational citizenship behavior of internship students in the Management Student Organization 2025. The implication shows that strengthening a positive organizational culture and increasing motivation can encourage higher levels of organizational citizenship behavior among members.

Keywords: Organizational Culture; Motivation; Organizational Citizenship Behavior.

1. Introduction

The development of the era of globalization has significantly changed human mindsets and behaviors, requiring individuals to be adaptive, creative, and able to collaborate in a dynamic environment. Students as the young generation of intellectuals play an important role in answering these challenges. They are not only required to excel in academics, but are also expected to be able to develop social, communication, and leadership skills that are relevant to the demands of the modern world of work.

In the context of campus life, student organizations have a strategic position as a forum for character building, interpersonal skill development, and social responsibility training media. Through organizational activities, students learn to manage disagreements, work in teams, and contribute to common goals. According to (Knopfemacher in Alfian, 2014), students are intellectual candidates who have moral and social responsibilities as agents of change. Therefore, student involvement in organizations is an important means to foster proactive behavior, social concern, a sense of responsibility for the surrounding environment and learn to contribute outside of their formal roles, which is a reflection of organizational citizenship behavior.

Organizational citizenship behavior is the voluntary behavior of organizational members that exceeds formal duties, but makes a positive contribution to the effectiveness and sustainability of the organization (Organ, 2018). This phenomenon is important to be studied in the context of student organizations, including in the Management Student Organization of the Faculty of Economics and Business, Siliwangi University. Based on a pre-survey of 25 Management Student Organization 2025 internship students, the level of organizational citizenship behavior only reached 60.8% of the ideal target. The aspects of conscientiousness and courtesy are relatively good, but the dimensions of altruism,

sportsmanship, and civic virtue are still low. This condition shows the need to foster an organizational culture that encourages initiative and voluntary participation as well as increased student motivation in carrying out their roles.

This phenomenon can be attributed to the organizational cultural patterns that are formed in the internship environment. In addition, motivation also has a significant role in influencing the OCB dimension. Thus, the variation in students' OCB levels can be understood as a result of the interaction between the existing organizational culture and the level of motivation they have during the internship experience.

Organizational culture is a set of values, norms and beliefs developed within the organization (Amalia & Astuti, 2020). Meanwhile, according to Muis in the book Soelistya et al., 2022, it is explained that organizational culture plays a role as a tool to determine the direction of the organization, setting limits on permissible and unacceptable behavior, guidelines in allocating resources, and means in dealing with various challenges and opportunities from the environment. The indicators of organizational culture, according to Victor in the book Wibowo, Soelistya et al., 2022 are: (1) Individual Initiative, (2) Risk Tolerance, (3) Control, (4) Management Support, (5) Communication Pattern. In the context of student organizations, a good organizational culture can shape positive behavior. This shows that organizational culture not only influences the way individuals work, but also the basis for the emergence of voluntary behaviors that support organizational effectiveness.

In addition to organizational culture, another factor that plays an important role is motivation. Motivation is a factor that motivates a person to do an activity. Therefore, motivation is often interpreted as a driving factor for a person (Sutrisno 2017:109 in Mubarak, 2023: 22). Motivation also plays a key role as a key driver that directs individuals to achieve certain goals as well as maintain consistency in the face of challenges. With motivation, a person is better able to manage energy, focus, and commitment so that their potential can develop optimally. According to Afandi (2018:29) in the book (Mubarak, 2023), the motivation indicators are: (1) Reciprocity, (2) Work conditions, (3) Work facilities, (4) Work achievement, (5) Recognition from superiors, (6) The work itself. Motivation often arises from the drive to develop oneself and make a real contribution to the organization. Motivation can also give rise to organizational citizenship behavior.

Organizational citizenship behavior is behavior performed by employees who are not explicitly rewarded if they do it and will not be punished if they do not and are not part of the employee's job description (Simarmata, 2022: 175). OCB is also often defined as behavior that goes beyond formal obligations (extra-roles) and is not directly related to compensation. This means that a person with a high OCB does not get compensation in the form of money or certain bonuses. OCB emphasizes the social behavior of each individual that goes beyond what is expected of them, for example by volunteering to help colleagues during breaks. According to (Ashlan, 2022: 40), there are five indicators of organizational citizenship behavior, namely: (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Courtesy, (5) Civic virtue. This OCB behavior is very important in student organizations, as it reflects the level of maturity. Thus, a strong organizational culture and high motivation are factors that encourage the emergence of OCB behavior.

This research makes a theoretical contribution by enriching the literature on the influence of organizational culture and motivation on OCB, especially in the context of student organizations, as well as strengthening organizational behavior theories that emphasize the role of the environment and internal impulses in shaping extra-role

behaviors. This study also validates the organizational culture and motivation indicators used. Managerially, this research provides benefits for MSO administrators in building a more supportive organizational culture, increasing motivation through appreciation, and designing more effective internship programs to encourage active participation, discipline, and internships in supporting organizational success.

Several previous studies have found inconsistencies regarding the influence of organizational culture and motivation on organizational citizenship behavior. Research by Muttaqien et al. (2021) shows the influence of organizational culture on organizational citizenship behavior, while according to Hartono et al. (2023) and Ambarwati et al. (2024) stated otherwise, this inconsistency indicates a research gap that needs further research, especially in the context of student organizations that have unique characteristics, such as volunteerism and self-development orientation.

Meanwhile, the research conducted by (Saputra et al., 2021), has research limitations, namely the lack of expansion of other variables that can affect organizational citizenship behavior such as organizational culture, work discipline, and organizational commitment. This is in line with the research that the researcher will conduct, namely researching organizational culture variables.

Based on the phenomenon that occurred and the disadvantages of previous research, this study was conducted to investigate more deeply the influence of organizational culture and motivation on the organizational citizenship behavior of Management Student Organization 2025 internship students, as well as to overcome the shortcomings that existed in previous studies.

2. Research Method

This study uses a quantitative approach with a survey method to analyze the influence of organizational culture and motivation on organizational citizenship behavior. This research was carried out in the Management Student Organization, with 57 intern students as a population as well as a research sample. The sampling technique used is total sampling. If the number of the population being studied is less than 100, it is more appropriate to use the census method, because all members of the population can be used as respondents so that the information obtained becomes more complete and representative (Sugiyono, 2023).

In this study, the data source was obtained from primary data obtained through a structured questionnaire compiled based on the indicators of each variable. Questionnaire is a data collection method that is carried out by providing a list of written statements to respondents to be answered according to their conditions or opinions (Sugiyono, 2019: 216).

Data collection was carried out through the distribution of questionnaires to interns using a likert scale of 1-5 to measure respondents' responses related to organizational culture, motivation, and organizational citizenship behavior dimensions.

Organizational culture variables are measured through indicators such as responsibility in tasks, courage to innovate, compliance with rules, and clear support and communication within the organization. Motivation variables include indicators in the form of rewards, comfortable working conditions, supportive work facilities, performance achievement according to ability, appreciation from superiors, and independence in completing work. Meanwhile, the variables of organizational citizenship behavior were measured through indicators of willingness to help colleagues, work

beyond standards, positive attitudes and tolerance, maintain good relationships to avoid conflicts, and active participation in organizational activities. Overall, these three variables and indicators are used to understand the behavior, motivation, and contribution of organizational members.

The data analysis technique was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method through SmartPLS 3.2.9 software. The analysis is carried out through two stages, namely the analysis of the measurement model (outer model) which focuses on the evaluation of the relationship between indicators and latent variables and structural model analysis (inner model) to assess the attachment between latent variables in order to test the research hypothesis. The independent variables in this study are organizational culture (X1) and motivation (X2), while the dependent variables are organizational citizenship behavior (Y).

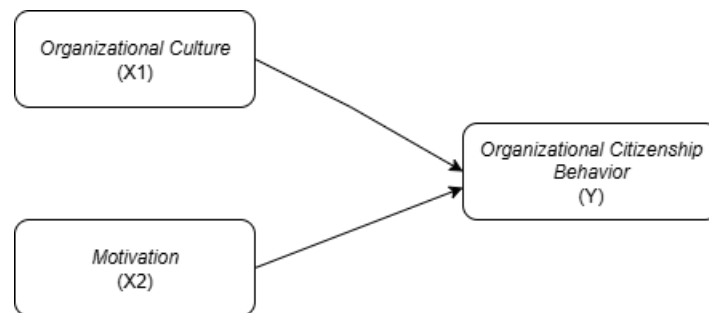


Fig. 1. Research Framework

3. Result and Discussion

Based on the results of the distribution of questionnaires that have been tested for validity and reliability, respondents' responses regarding organizational culture, motivation, and organizational citizenship behavior were obtained for Management Student Organization 2025 internship students. In general, the recapitulation results show that the three variables are in the very good category. It can be known that the characteristics of the respondents by division as shown that 57 respondents, the majority came from three divisions, namely Students Corner and Entrepreneurship, Spiritual and Social Responsibility, and Culture, Sport and Art. Meanwhile, the least from Data and Household. Seen from the respondent profile by gender, it consisted of 46 female respondents and 11 male respondents.

Organizational Culture Management Student Organization Internship 2025

Based on the recapitulation of the organizational culture variable score, the cumulative value of the organizational culture variable is 1,212, indicating a very high category. This means that the MSO's work environment has strong values and norms and is applied consistently. Thus, the organizational culture at MSO is formed positively and supports students.

Motivation Management Student Organization Internship 2025

The cumulative value of the motivation variable was obtained as 1,373, indicating a high category. This indicates that MSO 2025 internship students have a strong drive to develop themselves. Thus, student motivation plays an important role in increasing contributions to the achievement of MSO goals.

Organizational Citizenship Behavior Management Student Organization Internship 2025

The cumulative value of the organizational citizenship behavior variable was obtained as 1,201, indicating a very high category. This indicates that MSO 2025 internship students have shown positive behavior, responsibility, initiative, and high loyalty to the organization, so as to create a productive and goal-oriented organizational environment.

Outer Model

To analyze the influence between variables, Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis was used through SmartPLS 3.2.9 software. Each of these independent variables has a direct relationship with the dependent variable, and the relationship between these variables is tested to determine the influence and direction of the significant relationship.

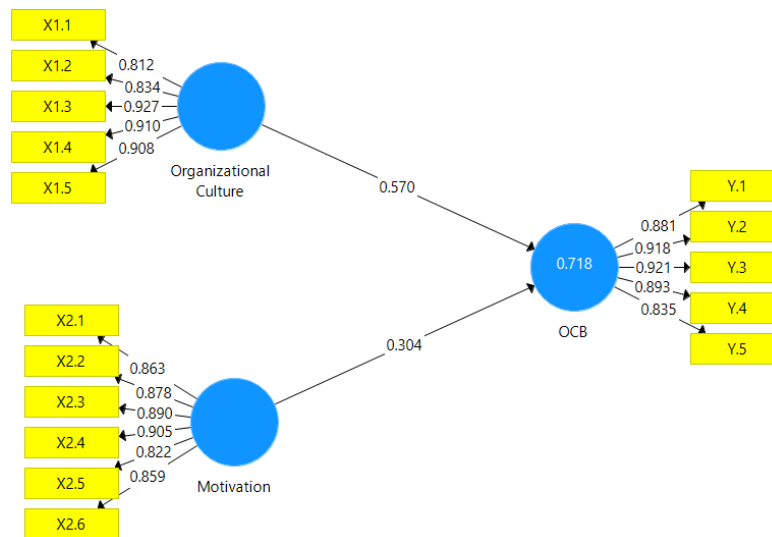


Fig. 2. Outer Model Results

Figure 2 shows a model from the PLS-SEM analysis that has been tested, which illustrates the relationship between the variables and the influence pathways tested in this study.

Table 1. Loading Factor

Indicator						Description
Loading Factor						
1	2	3	4	5	6	
Organizational Culture						
0,812	0,834	0,927	0,910	0,908		Valid
Motivation						
0,863	0,878	0,890	0,905	0,822	0,859	Valid
Organizational Citizenship Behavior						
0,881	0,918	0,921	0,893	0,835		Valid

Source: Primary Data Processed by Researchers, 2025

Based on table 1, it shows that the loading factor value in each indicator is above 0.7. This indicates that each indicator is able to validly reflect the construct of its

variables. Furthermore, convergent validity testing is performed by calculating the Average Variance Extracted (AVE) value to ensure that the indicators in one construct have a high degree of correlation with each other. The results of the test are as follows:

Table 2. Average Variance Extracted (AVE)

Variabel	AVE	Description
Organizational Culture	0,773	Valid
Motivation	0,757	Valid
Organizational Citizenship Behavior	0,792	Valid

Source: Primary Data Processed by Researchers, 2025

Based on the results of the Average Variance Extracted (AVE) value test in table 2, all variables in this study have met the convergence validity criteria, with an AVE value greater than 0.5. It can be concluded that all variables in this study have met the validity criteria, where each indicator is able to optimally describe the construct of the variable.

Table 3. Cross Loading dan Fornell-Larcker Criterion

	Indicator							Desc
	Cross Loading							
	1	2	3	4	5	6	FLC	
OC	0,812	0,834	0,927	0,910	0,908		0,879	Valid
M	0,863	0,878	0,890	0,905	0,822	0,859	0,870	Valid
OCB	0,881	0,918	0,921	0,893	0,835		0,890	Valid

Source: Primary Data Processed by Researchers, 2025

Based on the results of the analysis of the cross-loading value and the Fornell-Larcker Criterion (FLC) in table 3, it can be concluded that all indicators in this research model have met the criteria for discriminant validity. The cross-loading value obtained shows a number above 0.7 which indicates the recommended minimum limit, so it can be said that each indicator makes a significant contribution to the latent construct it represents. In addition, additional testing using the Heterotrait-Monotrait Ratio (HTMT) method was also carried out to ensure that there was no excessive correlation between constructs, as well as to avoid the potential for multicollinearity in the research model.

Table 4. Ratio Heterotrait-Monotrait (HTMT)

	Organizational Culture	Motivation	Organizational Citizenship Behavior
Organizational Culture		0,898	0,888
Motivation			
Organizational Citizenship Behavior		0,848	

Source: Primary Data Processed by Researchers, 2025

Based on the results of the Heterotrait-Monotrait test presented in table 4, it can be concluded that this research model has met the criteria for discriminant validity. All HTMT values between constructs show a number below 0.90, which indicates that the relationship between constructs does not show excessive correlation.

Table 5. Cronbach's dan Composite Reliability

	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0,926	0,944	Reliable
Motivation	0,936	0,949	Reliable
Organizational Citizenship Behavior	0,934	0,950	Reliable

Source: Primary Data Processed by Researchers, 2025

Based on the results of the reliability test presented in table 5, all variables in this study had Cronbach's Alpha and Composite Reliability (CR) values above 0.7. This shows that the research instrument used has good internal consistency and high reliability.

Inner Model

Table 6. R-Squared (R^2)

	R-Squared	R-Squared Adjusted
Organizational Citizenship Behavior	0,718	0,707

Source: Primary Data Processed by Researchers, 2025

Based on the results of the analysis of the R-Squared (R^2) value presented in table 6, the organizational citizenship behavior variable has an R^2 value of 0.718 which shows that the model has predictive ability at a moderate level. The independent variable in this study was able to explain 71.8% of the variance in the organizational citizenship behavior variable. In addition, the R-Squared Adjusted value of 0.707 indicates that after adjusting for the number of variables in the model, the predictability remains at a moderate category level. Thus, further research is recommended to consider other variables that have the potential to influence this contract, so that it can broaden and deepen the understanding of the phenomenon being studied.

Table 7. Cross-validated Redundancy (Q^2)

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Organizational Culture	285.000	285.000	
Motivation	342.000	342.000	
Organizational Citizenship Behavior	285.000	131.120	0,540

Source: Primary Data Processed by Researchers, 2025

Based on the results of the Cross-validated Redundancy (Q^2) test presented in table 7, it can be concluded that the model has good predictive relevance. In this study, Q^2 is shown to be greater than 0. This indicates that the model is able to predict good variables. Thus, the model used in this study can be considered effective in making predictions based on available data.

Table 8. Direct Impact Test (Direct Effect)

	Original Sample (O)	T Statistics ($ O/STDEV $)	P Values
OC $\rightarrow$ OCB	0,570	3,729	0,000
M $\rightarrow$ OCB	0,304	2,081	0,038

Source: Primary Data Processed by Researchers, 2025

Based on the results of the analysis in table 8, it shows that organizational culture has a positive and significant effect on organizational citizenship behavior by 0.570 or

57.0%, while motivation has a direct effect of 0.304 or 30.4%. This means that the better the organizational culture and the higher the motivation of students, the OCB behavior will also increase. Simultaneously, the results of the structural model testing showed that the combination of organizational culture and motivation had a significant influence on OCB. These two factors can be used as a basis for strengthening organizational culture and motivation enhancement strategies to build behaviors that support organizational effectiveness and success. The results of this study are in line with previous research conducted by (Saputra et al., 2022), which showed that motivation has a significant positive influence on OCB. In addition, research conducted by (Muttaqien et al., 2021), also shows that organizational culture has a significant positive influence on OCB.

4. Conclusion and Recommendations

Based on the results of the research that has been conducted, it can be concluded that the 2025 Management Student Organization internship students have a high level of organizational culture, motivation, and organizational citizenship behavior. These conditions reflect the existence of a positive organizational environment, strong work values and norms, and the internal drive of students to excel, be responsible, and actively participate in various organizational activities.

Furthermore, the results of the analysis show that organizational culture and motivation have a positive and significant effect on organizational citizenship behavior. This means that the ability of interns to reflect organizational citizenship behavior plays an important role in supporting work effectiveness and harmony in the Management Student Organization 2025 environment. This shows that professional attitudes and values support the formation of a positive organizational culture and increased work motivation.

This research has limitations that can be used as a reference for future research. The scope of the study is still limited to ormawa internship students at one university that is a non-profit organization. Therefore, for further research, it is recommended to expand the research object to profit-oriented organizations. In addition, the research model can also be further developed by adding other variables that can affect organizational citizenship behavior such as leadership, organizational commitment, or job satisfaction to gain a more comprehensive understanding.

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