

## THE IMPACT OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN COMMUNITY-BASED ECOTOURISM

**Krisna Veda Aryaputra**

Merdeka University of Malang  
[krisnaveda29@gmail.com](mailto:krisnaveda29@gmail.com)

**Andini Risfandini**

Merdeka University of Malang

**Tanto G. Sumarsono**

Merdeka University of Malang

**Sindi Prati Minanda**

Merdeka University of Malang

### Abstract

This study explores the interplay between organizational culture, work motivation, and organizational citizenship behavior (OCB) in shaping employee performance within community-based ecotourism at Clungup Mangrove Conservation (CMC). The findings highlight that a strong, value-aligned organizational culture fosters voluntary and pro-conservation behaviors among employees. Motivation acts as a crucial mediating factor, translating cultural values into tangible actions supporting conservation and service excellence. OCB serves as a vital bridge, enabling employees to go beyond formal roles, thereby enhancing both performance and sustainability outcomes. The research underscores the importance of holistic strategies that integrate cultural reinforcement, motivational enhancement, and encouragement of discretionary behaviors to achieve sustainable ecotourism performance. These insights contribute to the theoretical and practical understanding of human resource management in conservation-oriented organizations and emphasize the significance of cultivating a shared organizational ethos to promote behavioral commitment and community engagement.

**Keywords:** Organizational Culture, Work Motivation, Organizational Citizenship Behavior (OCB), Employee Performance, Ecotourism Sustainability

### INTRODUCTION

Ecotourism occupies a distinctive position at the intersection of conservation and community development, promising to reconcile environmental stewardship with local socio-economic benefits (Honey, 2008). Community-based ecotourism sites are not mere attractions; they are operational systems in which human actors—particularly frontline employees—mediate visitor experiences, deliver conservation education, and