The Ineffectiveness of Corporate Culture, Motivation, and Organizational Support on OCB in The Mining Industry

Batara Avdy Nugraha[1], Anita Silvianita[2*], Mahendra Fakhri[3]

[1 2 3]Postgraduate Faculty Business Economics, Telkom University, Bandung City, Indonesia.

[*]email: anitasilvianita@telkomuniversity.ac.id

HOW TO CITE:
Batara Avdy Nugraha, Anita Silvianita, Mahendra Fakhri (2026). The Ineffectiveness of Corporate Culture, Motivation, and Organizational Support on OCB in The Mining Industry. International Journal of Special Education, 41(8s), 893-899

COPYRIGHT STATEMENT:
Copyright: © 2026 Authors.
Open access publication underthe terms and conditions of the Creative CommonsAttribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).

ABSTRACT:
This study examines the influence of organizational culture and work motivation on Organizational Citizenship Behavior (OCB), with Perceived Organizational Support (POS) positioned as a mediating variable. The research is conducted within the External Affairs and Sustainable Development (ESD) Division of PT. KPC, a strategic unit operating in a complex socio-environmental context of the mining industry. Employing a quantitative explanatory approach, data were collected through structured questionnaires distributed to employees and analyzed using PLS-SEM. The findings reveal that organizational culture and work motivation do not have a direct significant effect on OCB. Organizational culture is also found to have no significant influence on POS. In contrast, work motivation demonstrates a positive and significant effect on perceived organizational support. Furthermore, POS does not significantly affect OCB and fails to mediate the relationship between organizational culture, work motivation, and OCB. This study contributes to the organizational behavior literature by highlighting the contextual nature of OCB and questioning the universality of social exchange mechanisms in explaining discretionary employee behavior, particularly in highly structured and operationally demanding industries.

Keywords: Organizational Citizenship Behavior, Organizational Culture, Work Motivation, Perceived Organizational Support, Mining Industry.

1. Introduction

In the modern organizational landscape, human capital is a vital determinant of competitive advantage and operational resilience (Robbins & Judge, 2019). Because formal job descriptions often fail to capture the full spectrum of required workplace behaviors, organizations rely heavily on employees' voluntary contributions, conceptualized as Organizational Citizenship Behavior (OCB) (Organ, 1988). OCB encompasses extra-role actions—such as helping colleagues and participating in company affairs—that promote institutional effectiveness (Podsakoff et al., 2000). Grounded in Social Exchange Theory (Blau, 1964), OCB emerges when employees experience positive organizational dynamics and feel obligated to reciprocate.

Among the primary drivers of OCB, organizational culture and work motivation have

garnered significant attention, as a supportive culture provides shared cooperative values (Schein, 2010) while motivation compels extra effort (Ryan & Deci, 2000). Furthermore, Perceived Organizational Support (POS) often acts as a critical mediator; when employees feel valued and cared for, they are theoretically more likely to exhibit OCB (Eisenberger et al., 1986; Alshaabani et al., 2021; Astuti et al., 2024; Rhoades & Eisenberger, 2002). However, the universality of these mechanisms remains under-scrutinized in highly regulated heavy industries.

This study addresses this theoretical and practical gap by focusing on the External Affairs and Sustainable Development (ESD) Division of PT Kaltim Prima Coal (KPC), a major entity within the mining sector. The mining industry is characterized by strict operational regulations and rigid institutional frameworks. Conversely, the ESD Division is tasked with managing complex, unpredictable socio-environmental issues that inherently demand high levels of employee adaptability, proactive problem-solving, and voluntary initiative. Despite this critical need for extra-role behavior, preliminary internal records indicate a notable gap between expected and actual employee engagement in non-mandatory activities, as illustrated in Table 1.

Table 1 Amount Participation PT. KPC employees Non-Mandatory Activities

Date Implementation	Number Participation Employees	Participation Rate (%)
ValueTalk (15-Jun-24)	26	22.61
Social Action: Dayak Tribe Corporate Empowerment Program in Rindang Village Continent Kilo 10	17	14.78
(20-Jul-24)		
Innovative CSR Program Design Workshop: Agricultural Business Assistance (18-Aug-24)	24	20.87
Quarterly Town Hall Meeting -IV (Non-Mandatory Discussion Forum) (10-Dec-24)	31	26.96
Safety Talk (February 18, 25)	34	29.57
Anniversary: Green Olympic 2025 (05-Jun-25)	58	50.43
Average Participation Rate	**31.7**	**27.54**

Source: Internal Company Data (processed), 2026

As the data indicates, actual participation rates (averaging 27.54%) are substantially below the organizational target of 35-40%. This contradiction between the theoretical expectations of OCB drivers and the practical reality at KPC suggests that conventional antecedents may be ineffective in such highly institutionalized settings. Therefore, the primary objective of this research is to critically examine the direct and indirect influences of organizational culture and work motivation on OCB within this specific context, explicitly

evaluating whether POS effectively mediates these relationships.

2. Methodology

Research Design

This study employed a quantitative, cross-sectional, and explanatory research design within the positivist paradigm to test hypothesized causal relationships between organizational culture, work motivation, POS, and OCB. An explanatory cross-sectional design is appropriate for empirically testing formulated hypotheses and identifying the strength of relationships between specific variables at a single point in time (Bougie & Sekaran, 2020).

Participants/Sample

The target population comprised all 115 personnel within the External Affairs and Sustainable Development (ESD) Division of PT Kaltim Prima Coal. Using a non-probability purposive sampling technique, a final sample of 98 permanent employees was secured (85.2% response rate), which effectively mitigates non-response bias (Hair et al., 2019). Purposive sampling was selected to target respondents with sufficient institutional socialization to accurately evaluate the workplace climate (Saunders et al., 2019). The inclusion criteria required respondents to be active, full-time permanent staff directly involved in socio-environmental projects, while contract workers and interns were excluded.

Instruments

The study utilized a structured, self-administered questionnaire as the primary instrument for data collection. The questionnaire comprised 32 carefully adapted items designed to measure the four main constructs: Organizational Culture, Work Motivation, Perceived Organizational Support, and Organizational Citizenship Behavior. To ensure content validity, the measurement scales were adapted from established, peer-reviewed literature in human resource management and customized to align with the unique terminology of the mining sector. Participants were asked to indicate their level of agreement with each statement using a standard 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Prior to the actual data collection, a pilot test was conducted with a small subset of employees to evaluate the clarity, relevance, and semantic precision of the translated items. Feedback from the pilot test was used to refine the instrument, ensuring that the questions effectively captured the intended psychological and behavioral dimensions without ambiguity.

Procedure

Data collection was conducted in a natural organizational setting to accurately capture employees' real-time perceptions with minimal researcher interference. Due to the diverse operational locations of the ESD Division staff, the refined questionnaires were distributed digitally through the company's official internal email network. Before participating, all respondents were provided with an informed consent form detailing the research objectives, the voluntary nature of their participation, and strict assurances regarding data confidentiality and anonymity.

To maximize the response rate and ensure robust data acquisition, the data collection process was actively monitored on a weekly basis. Follow-up reminders were gently administered through internal communication channels, and a randomized reward incentive was offered to participants upon completion of the survey. This structured yet supportive approach ensured a high return rate while maintaining the integrity and natural flow of the employees' daily professional routines.

Data Analysis

The quantitative data gathered from the questionnaires were systematically analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) facilitated by SmartPLS 4 software. PLS-SEM was deliberately chosen as the analytical method because it is highly robust for testing complex, multi-construct frameworks, particularly those involving mediating variables

like POS, without demanding strict data normality assumptions.

The data analysis involved two systematic phases: Outer Model and Inner Model. In the first phase, indicator reliability, internal consistency (via Cronbach's Alpha and Composite Reliability), and construct validity (convergent and discriminant validity) were rigorously tested. Following the validation of the measurement scales, the second phase evaluated the structural paths. A bootstrapping procedure was applied to calculate the significance of the path coefficients, establish p-values, and conclusively determine both the direct effects of the independent variables and the indirect mediating effect of POS on OCB.

3. Results

The data analysis was systematically conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to evaluate both the measurement model (outer model) and the structural model (inner model).

Measurement Model Evaluation

The initial phase involved assessing the measurement model to establish convergent validity, internal consistency reliability, and discriminant validity. Following necessary model refinements, the evaluation confirmed that the outer loadings for all retained indicators met the acceptable threshold criteria (≥ 0.50), thereby establishing adequate convergent validity for the constructs. Furthermore, the reliability assessments yielded acceptable values within the exploratory research framework, confirming that the measurement instruments consistently captured the intended variables.

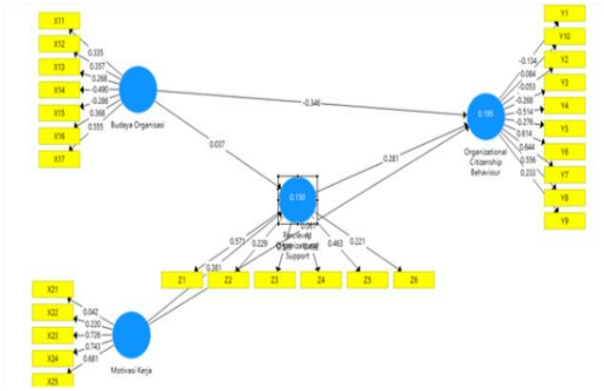

Figure 1 Measurement Model (Outer Model) Evaluation

Structural Model Evaluation

Upon confirming the reliability and validity of the measurement model, the structural model was assessed to test the hypothesized direct and indirect relationships. A bootstrapping procedure was applied to calculate the path coefficients (Original Sample), T-statistics, and P-values, which determine the significance of the formulated hypotheses.

Table 2. Path Coefficient

Hypothesis	Original Sample	T-Statistic	P Values	Note
Culture Organization (X1) -> Organizational Citizenship Behavior (Y) (H1)	-0.165	1.343	0.180	Not significant
Culture Organization (X1) -> Perceived Organizational Support (Z) (H2)	0.141	1.548	0.122	Not significant

Hypothesis	Original Sample	T-Statistic	P Values	Note
Motivation Work (X2) -> Organizational Citizenship Behavior (Y) (H3)	0.104	0.468	0.627	Not significant
Motivation Work (X2) -> Perceived Organizational Support (Z) (H5)	0.314	3.002	0.003	Significant
Perceived Organizational Support (Z) -> Organizational Citizenship Behavior (Y) (H6)	0.074	0.123	0.549	Not significant

The evaluation of the direct paths revealed that Organizational Culture did not exert a significant direct effect on Organizational Citizenship Behavior (β = -0.165, T = 1.343, p = 0.180). Furthermore, Organizational Culture demonstrated no significant influence on Perceived Organizational Support (β = 0.141, T = 1.548, p = 0.122). Similarly, Work Motivation did not show a direct significant impact on OCB (β = 0.104, T = 0.468, p = 0.627). However, the analysis confirmed that Work Motivation had a positive and statistically significant effect on POS (β = 0.314, T = 3.002, p = 0.003). Finally, the direct relationship between POS and OCB was found to be statistically non-significant (β = 0.074, T = 0.123, p = 0.549)

Mediation Analysis

In addition to the direct paths, the structural model evaluation also tested the indirect effects to determine the mediating role of POS. The specific indirect effect analysis indicated that POS failed to significantly mediate the relationship between Organizational Culture and OCB. Likewise, POS did not serve as a significant mediator in the relationship between Work Motivation and OCB.

4. Discussion

The empirical findings offer an intriguing departure from established organizational paradigms regarding Social Exchange Theory (Blau, 1964). Contrary to the conventional consensus that organizational culture and work motivation are universal drivers of OCB (Alshaabani et al., 2021; Arumi et al., 2019; Podsakoff et al., 2000), our structural model indicates that neither variable exerts a statistically significant direct effect on extra-role behaviors within the ESD Division of PT KPC. This divergence underscores critical boundary conditions when applying behavioral theories to high-risk, operationally rigid environments (Katz & Kahn, 1978).

This non-significant relationship can be contextualized through the distinct institutional landscape of the mining sector. In highly structured organizations like PT KPC, daily operations are tightly governed by strict compliance metrics, rigorous standard operating procedures (SOPs), and absolute safety protocols. Within the ESD Division, employees face high formal workloads and strict accountability when navigating volatile socio-environmental demands. Consequently, the capacity to engage in voluntary OCB is constrained by structural rigidity and operational fatigue rather than a lack of willingness. Formal roles are so tightly defined that they leave minimal temporal or psychological surplus, effectively decoupling positive behavioral intentions from actual extra-role performance.

Interestingly, the analysis revealed a positive and statistically significant path from work

motivation to Perceived Organizational Support (POS) ($\beta = 0.314$, $p = 0.003$). This finding aligns with the proactive perspective of organizational psychology, suggesting that highly motivated employees are inherently more adept at recognizing and utilizing organizational resources (Ryan & Deci, 2000). However, this heightened perception of support failed to translate into OCB, as evidenced by the non-significant path from POS to OCB and the subsequent failure of the mediation model. This breakdown in the social exchange reciprocity loop indicates that merely feeling supported is insufficient to stimulate discretionary behavior when systemic barriers prioritize strict adherence to formal duties over voluntary initiatives (Rhoades & Eisenberger, 2002)

5. Conclusion

This study provides critical empirical insights into the boundary conditions of Social Exchange Theory within a heavily regulated industrial environment, specifically focusing on the External Affairs and Sustainable Development (ESD) Division of PT Kaltim Prima Coal. The investigation conclusively demonstrates that traditional antecedents—namely organizational culture and work motivation—do not directly stimulate Organizational Citizenship Behavior (OCB) among employees in this high-risk, operationally rigid setting. Furthermore, while high work motivation successfully fosters a positive perception of organizational support, Perceived Organizational Support (POS) itself is insufficient to drive extra-role behaviors and fails to function as a mediating mechanism. Collectively, these findings suggest that the highly institutionalized structures, strict compliance metrics, and demanding workloads characteristic of the mining sector can effectively suppress or decouple conventional psychological drivers from actual discretionary performance.

Based on these conclusions, several strategic recommendations are proposed for both corporate practitioners and future academic inquiry. For the management of PT KPC, the study implies a necessary shift away from generic cultural campaigns or generalized motivational programs, which appear ineffective at raising the division's low extra-role baseline. Instead, interventions should focus on implementing transformational leadership practices, introducing structural flexibility within formal task descriptions, and creating explicit pathways for psychological empowerment to unlock voluntary participation. For future research, scholars are encouraged to transcend cross-sectional limitations by adopting longitudinal designs that capture behavioral shifts over extended operational cycles. Moreover, integrating alternative variables such as leadership behaviors, job burnout, and psychological safety into the structural model will offer a more comprehensive framework for explaining the nuances of extra-role behavior within heavy industries.

References

Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of perceived organizational support on OCB in the time of COVID-19 pandemic in Hungary: Employee engagement and affective commitment as mediators. Sustainability, 13(14), 7800. https://doi.org/10.3390/su13147800

Arumi, M. S., Aldrin, N., & Murti, T. R. (2019). Effect of organizational culture on organizational citizenship behavior with organizational commitment as a mediator. International Journal of Business and Social Science Research, 8(4), 124–132.

Astuti, H. J., Widzayanto, L. A., Hariyanto, E., & Bagis, F. (2024). The influence of work-life balance and perceived organizational support on organizational citizenship behavior with organizational commitment as a mediating variable. Management Analysis Journal, 13(3), 200–215. https://doi.org/10.15294/maj.v13i3.73819

Blau, P. M. (1964). Exchange and power in social life. Wiley.

Bougie, R., & Sekaran, U. (2020). Research methods for business: A skill building approach (8th ed.). Wiley.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology, 71(3), 500–507. https://doi.org/10.1037/0021-9010.71.3.500

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Katz, D., & Kahn, R. L. (1978). The social psychology of organizations (2nd ed.). Wiley.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington Books.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of Management, 26(3), 513–563. https://doi.org/10.1177/014920630002600307

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology, 87(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Robbins, S. P., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American Psychologist, 55(1), 68–78. https://doi.org/10.1037/0003-066X.55.1.68

Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.