

ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Rini Rahmawati^{1)*}, Muhammad Rowi Ashari²⁾, Asrid Juniar³⁾, Ashari Sofyaun⁴⁾

¹²³³Jurusan Manajemen, Fakultas Ekonomi dan Bisnis Universitas Lambung Mangkurat

³ Jurusan Manajemen, Fakultas Ekonomi, Universitas Balikpapan

*E-mail: rinirahmawati@ulm.ac.id

Abstract

This study aims to analyze the effect of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior (OCB) conducted on Hasnur Polytechnic Employees. The population in this study were 61 employees of the Hasnur Polytechnic. The sampling technique used is nonprobability sampling with the technique used is census or total sampling so that the sample used is the entire population of 61 people. This type of research is quantitative by using a questionnaire in data collection. Data analysis technique using Multiple Linear Regression Analysis. The results of this study indicate that Organizational Culture and Organizational Commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB). Employees who have a strong organizational culture supported by good organizational commitment will be able to create OCB, namely doing work outside their job description according to the job description without having to be forced or do it voluntarily. The results of this study are expected to be input for organizations to pay attention to organizational culture and organizational commitment to produce Organizational Citizenship Behavior (OCB).

Keywords : Organizational Culture, Organizational Commitment, OCB

1. INTRODUCTION

Human resources are the most important element in the running of all organizational activities, the success of an organization in achieving its goals is determined by the behavior of its human resources. Human resources are a key factor to achieve the success of an organization (Rahmawati, 2018). It is important for an organization to implement human resource management as a focus within the organization to instill organizational behavior and culture that can become the guide or obligation of each individual so that they can achieve their organizational goals. One of the practices of implementing human resource management in an organization in the application of organizational culture is the application of knowledge management as an organizational activity consisting of four key dimensions and related to performance: (1). the ability to seek and share existing knowledge; (2). the ability to experiment and create new knowledge; (3). a culture that encourages the creation and sharing of knowledge; and (4). consideration of the strategic value of knowledge and learning (Febrianti, 2013). Every organization needs to create an organizational culture that is strong in its organization and loyal to its work so that quality human resources are formed to continue to contribute to the organization. Employees who are strong in organizational culture and committed to their organization will always contribute more with thought and effort than just carrying out their responsibilities to the organization. The contribution of more than one employee can be in a number of ways, for example behavior helping other individuals, avoiding conflict, adhering to standards in the organization and giving something more than expected. The need for support from management to create value, the

innovation process and its documentation through organizational or corporate culture (Setiawan et al., 2022).

Robbins and Judge (Organ, 2006) organizational culture is the way employees share meaning that can provide a unique characteristic that distinguishes their organization from other organizations. Employee competence is generated in an interactive context and is influenced by organizational culture which is identified as the core for an organization. Organizational context builds a shared mindset between employees and the organization (Rahmawati, 2018). Tania et al. (2013) stated that organizational culture is a general affirmation that is held by individuals from the organization or framework that will be shared by the organization. Organizational citizenship behavior (OCB) is a representative way of behaving that is carried out intentionally, indirectly related to the reward framework and in general can uphold the continuity and hierarchical skills of the organization (Organ, 2006). According to Greenberg (Huda & Farhan, 2019) the willingness of employees to be involved in various types of OCB is related to work-related measures such as organizational culture and organizational commitment, when an individual has an organizational culture and high organizational commitment to the organization, the member will provide benefits for the organization without the need to pay more.

According to Mathis & Jackson (2007) organizational commitment is the degree to which individuals believe in and accept organizational goals and will stay or will not leave the organization without logical reasons. Commitment is created because of the will of an individual who wants to remain in an organization, but is not passive because there is acceptance of goals so that they are active in trying to achieve goals.

Organ (Organ, 2006), Organizational Citizenship Behavior (OCB) as extra individual behavior, which is not directly present in the formal work system, but can be felt to be able to increase organizational effectiveness. This means that the behavior is not included in the employee's job requirements or job description and so no penalty is awarded if it is not displayed. Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. According to (Luthans, 2009) that organizational citizenship behavior determines that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace or organization, called citizenship behavior (OCB). It can be interpreted that individuals involved with OCB will not expect rewards such as cash or other rewards, but in OCB it is important to focus on the activities that must be carried out by each individual in completing work beyond what is charged. As in the act of an employee helping his colleagues in completing work that is not his obligation.

(Arumi, M. S., Aldrin, 2019) in their research stated organizational citizenship behavior (OCB) is a positive way of behaving from people as individuals from the organization as awareness and intentional desire to work and add to organizational activities more than the demands given in the organization, which can help organizational performance become more effective. When employees do something beyond what they are supposed to do at work, and do it voluntarily with the aim of supporting increased organizational effectiveness and survival, then this behavior can be referred to as organizational citizenship behavior or better known as Organizational Citizenship Behavior (OCB).) (MH Thamrin et al., 2023).

Several studies conducted on the influence of organizational culture and organizational commitment to OCB have shown positive and significant results. among others carried out by (Rosyada, 2016); (Mahardika & Wibawa, 2019); (Iskandar & Liana, 2021); (Agustina, 2017) ; (Muchtaddin, 2020); Pinto Soares et al. (2020); (Fazriyah, 2018) but different results

are shown in the results of research by Noor et al (2018) which show that organizational commitment has no effect on OCB.

The two factors that drive the creation of organizational citizenship behavior are organizational culture and organizational commitment which are the most important aspects in instilling OCB behavior, which will create a conducive work climate so that they can synergize by increasing loyalty and high work enthusiasm to achieve organizational goals, especially on the Hasnur Polytechnic campus. This research was conducted in one of the work units of the Hasnur Center Foundation which operates in the field of Education, namely the Hasnur Polytechnic campus. Hasnur Polytechnic, abbreviated as Polihasnur, is a higher education institution under the auspices of the Hasnur Center Foundation, where the education system is a vocational path that places more emphasis on mastering skills and expertise, so that graduates are more prepared and skilled at work, especially in the industrial world. Polihasnur was established as a form of implementation of the vision and mission of the Hasnur Center Foundation in the field of education in providing equal opportunities for banua people to obtain higher education in order to develop a better life and increase added value in building competitiveness.

Improving organizational citizenship behavior is one of the strategies to overcome problems within the organization. According to Naway (Naway, 2017) there are several factors that can contribute to organizational citizenship behavior in organizations including career development, perceptions of organizational justice, organizational culture, work motivation, organizational climate, organizational commitment, leadership, reward systems, emotional intelligence, and job characteristics. Based on the view above, one of the factors that can influence organizational citizenship behavior is organizational culture. Another factor that has the potential to influence the development of organizational citizenship behavior is organizational commitment.

Based on this, research was conducted on the influence of organizational culture and organizational commitment to OCB. So the hypothesis proposed in this study is

H1: There is an influence of organizational culture on organizational citizenship behavior in Hasnur Polytechnic employees.

H2: There is an influence of organizational commitment on organizational citizenship behavior in Hasnur Polytechnic employees.

H3: There is an influence of organizational culture and organizational commitment on organizational citizenship behavior among Hasnur Polytechnic employees.

2. RESEARCH METHODS

The type of research used in this research is explanatory research. The type of approach used in this research is a quantitative approach. The population in this study were all employees at Hasnur Polytechnic, totaling 61 people. The sampling technique used is nonprobability sampling with the technique used is census technique or total sampling. The number of samples in this study amounted to 61 employees at the Hasnur Polytechnic campus (Sugiyono, 2019).

3. RESLUT AND DISCUSSION

Based on the results of the validity test and reliability test shows that . the results of the variable validity test in this study can be declared valid. This is known because the value of $r_{count} > r_{table}$ (0.301). This means that the questionnaire that has been distributed is able to measure the variables in this study, namely organizational culture (X1), organizational

commitment (X2), and organizational citizenship behavior (Y). Measuring the reliability test can be done through SPSS, namely the Cronbach Alpha (α) statistical test. If the Cronbach Alpha coefficient of the instrument is > 0.7 , it can be said to be reliable. It can be seen that the questionnaire used in this study is reliable based on the reliability test. This is because the Cronbach alpha value of each research variable is greater than 0.70. This means that the questionnaire distributed in the core research has passed the reliability test.

The Kolmogorov-Smirnov test results obtained showed Sig (2-tailed) $0.999 > 0.05$, so that the regression model met the normality assumption and the data was normally distributed. The result of the tolerance value of each independent variable is $0.782 > 0.1$. The VIF value of each variable is $1.279 < 10$, so judging from the results of the tolerance and VIF values it can be concluded that there are no symptoms of multicollinearity. It can be seen that the significance value of organizational culture (X1) is 0.195 and organizational commitment (X2) is $0.156 > 0.05$, so it can be concluded that there are no symptoms of heteroscedasticity in this study. Testing on SPSS using the sig deviation from linearity value at a significance level of 0.05. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05. Based on the results of the linearity test, the sig. deviation from linearity of organizational culture (X1) that is equal to 0.084 and organizational commitment (X2) that is equal to 0.097. This means that the sig. deviation from linearity of the two independent variables that are > 0.05 . So it can be concluded that there is a linear relationship between organizational culture on organizational citizenship behavior and organizational commitment to organizational citizenship behavior.

Table 1.

Results of Multiple Regression Analysis

Dependent Variables	Independent Variables	Regression Coefficient	T _{count}	Sig.	T _{Table}	Inf.
Organizational Citizenship Behavior	Organizational Culture (X1)	0,436	5,387	0,00	2,02	Significant
	Organizational Commitment (X2)	0,347	4,283	0,00	1	Significant
Konstanta = 2,850			F hitung = 44,055			
R = 0,829			Sig F = 0,000			
R Square = 0,688						
Adjusted R Square = 0,672						
Error = 4,508						

Source : data diolah peneliti, 2023

The results of hypothesis testing indicate that there is an influence of organizational culture on organizational citizenship behavior. The regression coefficient of organizational

culture (X1) is 0.436 indicating that the organizational culture variable is positive, which means that there is a one-way relationship between organizational culture (X1) and organizational citizenship behavior (Y). This explains that when organizational culture (X1) increases, organizational citizenship behavior (Y) also increases, and conversely, when organizational culture (X1) decreases, organizational citizenship behavior (Y) also decreases. The results of this study are supported by previous studies (Rosyada, 2016), (Mahardika & Wibawa, 2019), (Arifin, 2019) which state that organizational culture variables have a positive and significant effect on organizational citizenship behavior.

The results of hypothesis testing indicate that there is an influence of organizational commitment on organizational citizenship behavior. The regression coefficient of organizational commitment (X2) is 0.347 indicating that the organizational commitment variable is positive, which means that there is a one-way relationship between organizational commitment (X2) and organizational citizenship behavior (Y). This explains that when organizational commitment (X2) increases, organizational citizenship behavior (Y) also increases, and conversely, when organizational commitment (X2) decreases, organizational citizenship behavior (Y) also decreases. This shows that organizational culture (X1) and organizational commitment (X2) have a positive and significant effect on organizational citizenship behavior (Y).

The results of hypothesis testing indicate that there is an influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior. Based on the results of research conducted using the F test in multiple linear analysis that tested the influence of organizational culture variables (X1) and organizational commitment (X2) on organizational citizenship behavior (Y), the calculated F value was $44.055 > F \text{ Table } 3.230$ with a probability of $0.000 < 0,05$. The findings of this study are supported by previous research, namely Arumi et al. (2019), Yoga et al. (2021) and Serpian (2021), which state that organizational culture variables and organizational commitment have a positive and significant effect on organizational citizenship behavior variables.

4. CONCLUSION

The results of this study indicate that organizational culture and organizational commitment have an effect on organizational citizenship behavior of Hasnur Polytechnic employees, both partially and simultaneously. Based on the results of the analysis, this research will produce suggestions that can be considered by the Hasnur Polytechnic as topics and materials for further research by this research and for other studies. Some suggestions that might help, among others, for the Hasnur Polytechnic to pay more attention to factors that can foster organizational citizenship behavior in employees so that it can be further improved. For future researchers, in order to be able to broaden the sample to be more numerous and broad so that the results can further deepen the repertoire of knowledge, especially in the field of human resource management.

5. REFERENCES

- Agustina, D. (2017). Pengaruh Budaya Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Perawat Rumah Sakit Lancang Kuning Pekanbaru. *Jom Fisip Volume 4 No. 2 Oktober 2017*, Iv(3), 1–14.
- Arifin. (2019). *Pengaruh Pendidikan Terhadap Pertumbuhan Ekonomi Di Provinsi Riau*. 7(2).
- Arumi, M. S., Aldrin, N. (2019). Effect Of Organizational Culture On Organizational Citizenship Behavior With Organizational Commitment As A Mediator. . . *International Journal Of Research In Business And Social Science*, 04(01), 124–132.
- Athis, R. L. (2007). *Human Resource Management*. College Publisher.
- Fazriyah, M. (2018). The Influence Of Job Satisfaction And Organizational Commitment On Organizational Effectiveness Of Indian Navy. *International Journal Of Applied Business And Economic Research*, 306(01), 171–182.
- Febrianti, N. (2013). Bisma Jurnal Bisnis Dan Manajemen. *Jurnal Bisnis Dan Manajemen Volume 6 No. 1 Agustus*, 13(1), 43–51.
- Huda, M., & Farhan, F. (2019). Pengaruh Budaya Organisasional Dan Komitmen Organisasional. *Jurnal Manajemen Motivasi*, 15(2), 62. <https://doi.org/10.29406/Jmm.V15i2.1557>
- Iskandar, I., & Liana, A. (2021). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Pt. Pegadaian Cabang Tenggarong. *Jurnal Ekonomi & Manajemen Indonesia*, 21(1), 67–83. <https://doi.org/10.53640/Jemi.V21i1.891>
- Luthans, F. (2009). *Organizational Behavior : An Evidence-Based Approach*. Information Age Publishing.
- Mahardika, I. Nyoman Bayu Putra, & Wibawa, I Made Artha. (2019). *Citizenship Behavior Pada Karyawan Fakultas Ekonomi Dan Bisnis Universitas Udayana (Unud), Bali , Indonesia*. 8(1), 7340–7370.
- Mh Thamrin, R., Rahmawati, R., Rusmin Nuryadin, M., & Juniar, A. (2023). Quality Of Work Life And Work Environment On Organizational Citizenship Behavior With Job Satisfaction As Mediation. *International Journal Of Scientific Research And Management*, 11(01), 4468–4475. <https://doi.org/10.18535/Ijsrm/V11i01.Em07>
- Muchtaddin. (2020). Influence Of Organizational Commitment, Work Satisfaction, Work Motivation Toward Organizational Citizenship Behavior. *Dijemss*, 1(4), 525–534. <https://doi.org/10.31933/Dijemss>
- Naway, F. A. (2017). *Organizational Citizenship Behavior*. Ideas Publishing.
- Organ, D. . (2006). *Organ, D.W. (2006). Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, Ma: Lexington Books. Lexington Books.
- Rahmawati, R. (2018). The Effect Of Organizational Commitments And Work Involvements On Job Satisfaction And Organizational Citizenship Behaviour (Ocb) (Case Study On Pt Batulicin Enam Sembilan). *South East Asia Journal Of Contemporary Business, Economics And Law*, 16(05), 1560–1566.

- Rosyada. (2016). Komitmen Organisasi Terhadap Organization Citizenship Behavio R (Ocb) Pegawai Di Kanwil Pt . Pegadaian (Persero). *Feb Undip*, 03(01), 22.
- Setiawan, A., Rahmawati, R., Juniar, A., & Sofyaun, A. (2022). Performance Improvement Strategy With Dynamic Capabilities In Service And Knowledge Management Aspects In Pdam Jember Regency. *Budapest International Research And Critics Institute-Journal (Birci-Journal)*, 5(3). <https://doi.org/10.33258/Birci.V5i3.6766>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, R&D*.