

ORGANIZATIONAL CULTURE AND COMMITMENT'S INFLUENCE ON OCB AND EMPLOYEE PERFORMANCE

Sri Hartono¹, Euis Nurul Bahriyah², Rina Sovianti³, Kadeni⁴

Universitas Muhammadiyah Ponorogo¹, Universitas Esa Unggul Jakarta², Universitas Bhayangkara Jakarta Raya³, Universitas Bhinneka PGRI Tulungagung⁴

ARTICLE INFO

Keywords:

Organizational Culture;
Organizational Commitment;
OCB;
Performance.

E-mail:

srihar@umpo.ac.id
euis.nurul@esaunggul.ac.id
rina.sovianti@dsn.uhharajaya.ac.id
denikdk@gmail.com

ABSTRACT

This study aims to examine the effect of organizational culture and organizational commitment on Organizational Citizenship Behavior (OCB) and employee performance. This research was conducted on permanent employees of the Faculty of Economics, Bandung Islamic University. The data used in this study are primary data collected through questionnaires, processed using the SPSS analysis tool. The results of the study show that organizational culture has no significant effect on performance and Organizational Citizenship Behavior (OCB), organizational commitment has a significant positive effect on performance and OCB, finally, OCB has a significant positive effect on employee performance.

Copyright © 2023 Economic Journal. All rights reserved.
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

Human resource management (HRM) plays a very important role in the process of institutional growth. [1] state that HRM has the main task of managing the people in the organization as effectively as possible. HRM is expected to create good employee performance. For this reason, the organization is also charged with forming an ideal work culture and has a positive effect on a good working climate within the institution. Because a good institution can not be separated from a good work culture.

A good work culture serves to strengthen the company's internal integration in order to obtain high productivity. As stated by Peter and Waterman in [2] that successful companies generally have a strong culture. With this strong organizational culture, the company can improve its performance.

According to Schein [3] culture is a pattern of basic assumptions that are shared by a group of people after they previously studied and believed in the truth of these assumption patterns as a way to solve various problems related to external adaptation and internal integration. Therefore, the pattern of basic assumptions is taught to new members as the correct way to perceive, think and express feelings in relation to organizational issues. From this definition it can be seen that a strong organizational culture is a culture that can strengthen the internal company and can adapt well to the surrounding environment. However, according to Denison et [4] a strong organizational culture does not always have a positive effect on the company. But a successful company not only has a strong culture, but that strong culture must match its environment. If not, this strong culture is only capable of producing short-term performance.

However, organizational culture is not the only factor that can influence increased employee performance. Research conducted by [5] shows that organizational commitment has a significant positive effect on employee performance. The study also found that OCB had a significant positive effect on employee performance. Another study conducted by [6] found organizational culture to have a positive and significant effect on OCB. Furthermore, research conducted by [6] states that organizational commitment has a significant positive effect on OCB. So based on previous studies the researchers included organizational commitment and OCB variables [7].

2. LITERATURE REVIEW

2.1. Organizational Culture

In general, the concept of organizational culture is divided into two, namely: first, namely ideational and second, adaptationist school. However, there is also a combined definition of the two schools, namely the realist school [8]. Ideational school is more focused on seeing the culture of an organization than what is spread, understood, imbued. Generally, it is embraced by organization theorists who use an

anthropological approach as their basis. Furthermore, the adaptationist school looks at culture from what can be observed, both from organizational buildings such as the architecture/spatial layout of an organization's physical buildings and from the people involved in it such as patterns of behavior and the way they communicate[9]. While the latter this, based on the previous review above, this research leans more towards the adaptationist school which sees culture from what can be observed through behavior patterns and the way people communicate in an organization[4].

2.2. Organizational Commitment

Organizational commitment according [10] is a condition when an employee has high dedication at work and has a desire to give more energy and responsibility to promote the welfare and success of the organization. Furthermore, broadly speaking, organizational commitment is divided into three, namely affective commitment, normative commitment, and continuing commitment [10].

2.3. Organizational Citizenship Behavior (OCB)

OCB is the positive behavior of employees who support the organization on the basis of their own will [11]. Among these behaviors, for example, helping others without selfish goals; take an active role in various organizational activities, avoid unnecessary conflicts, carry out various tasks beyond the requirements of their normal roles, and tolerate existing loads.

2.4. Employee performance

According to [12] performance is a record of the results obtained from certain job functions or activities over a certain period of time. A person's performance can be measured based on 6 criteria resulting from the job in question. [13] simply defines performance as the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a period.

2.5. The Influence of Organizational Culture on Employee Performance

Study conducted by Jooshan et al. (2015) showed that organizational culture has an effect on employee performance. That is, the better the organizational culture values are adhered to, the better the level of employee performance. Based on the research findings above, the hypothesis is as follows:

H1 = Organizational culture positive effect on employee performance.

2.6. The Effect of Organizational Commitment on Employee Performance

Research conducted by [14] shows that organizational commitment has a positive effect on performance. Likewise research conducted by [6];[15] found that organizational commitment has a positive and significant effect on employee performance. This means that the higher the employee's organizational commitment, the higher the employee's performance. Based on the research findings above, the second hypothesis in this study is:

H2 = Organizational commitment has a positive effect on employee performance

2.7. The Influence of Organizational Culture on OCB

Research conducted by [15] show that there is a positive relationship between organizational culture and OCB. More specifically, this research states that organizational culture plays an effective role in increasing citizenship behavior (OCB) in organizations. Based on these studies, the third hypothesis in this study is:

H3: Organizational culture has a positive effect on OCB

2.8. Effect of Organizational Commitment on OCB

Research conducted by [16] shows that one of the antecedents of OCB is organizational commitment. From this study it was found that there is a significant positive relationship between organizational commitment and OCB. Based on this research, the fourth hypothesis in this study is:

H4: organizational commitment has a positive effect on OCB

2.9. The Influence of OCB on Employee Performance

Several previous studies stated that OCB has a positive effect on employee performance [17]. This means that the higher the employee's OCB in an organization, the employee's performance will increase. Based on the research findings above, the fifth hypothesis in this study is:

H5: OCB has a positive effect on employee performance

2.10. Research Model

Based on the literature review, the relationship between variables, and the hypotheses previously described, the framework in this study is:

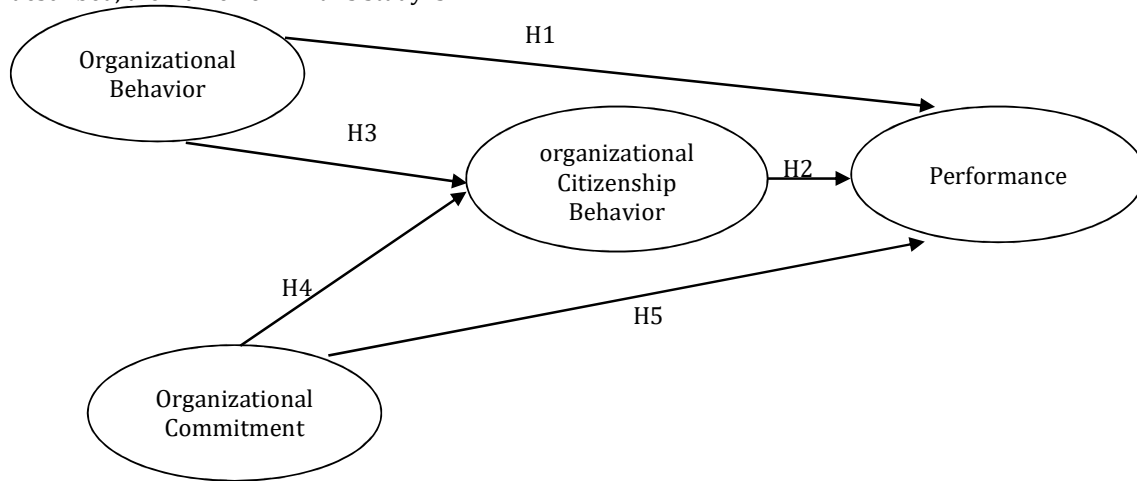


Figure 1. Research Model

3. METHODS

This research uses a quantitative approach. The data used is primary data collected by distributing questionnaires to permanent employees of the Faculty of Economics, Islamic University of Indonesia. The type of data used in this study was cross sectional, data collected at a certain point in time by answering questions or statements in the questionnaire [18]. To test the hypothesis, data is processed using the SPSS analysis tool with regression analysis techniques.

4. RESULTS AND DISCUSSION

4.1 Validity test

Calculation of instrument validity is based on a comparison between r count and r table with r table of 0.301. If r count is greater than r table ($r \text{ count} > r \text{ table}$) then the question is considered valid, and vice versa. From the results of the validity test conducted using the SPSS analysis tool, it appears that all research instruments used to measure the variables in this study met the requirements > 0.301 . Thus, all measurement items in this study can be declared valid.

4.2 Reliability Test

The next test is the reliability test. The reliability test is a test to measure whether the research instruments that the researchers use have consistency or reliability in measuring the variables or constructs used in this study [19]. Internal consistency can be measured using Cronbach's alpha value which assesses a positive relationship to the number of items in the scale [20]. An acceptable Cronbach's alpha score is at least 0.7 [20]. The test results of all measurement instruments used in this study can generally be stated to be reliable, as seen from the value of Cronbach's alpha ≥ 0.7 . Table 4.1 shows the results of the reliability test of the entire research instrument in more detail [20].

Table 1. Reliability Test Results

No.	Variable	Cronbach's Alpha	Information
1	Organizational culture	0.964	Very Reliable
2	Organizational commitment	0.944	Very Reliable
3	Performance	0.936	Very Reliable
4	Organizational Citizenship Behavior(OCB)	0.964	Very Reliable

4.3 Hypothesis testing

The results of the research hypothesis test are presented in Table 2 below:

Table 2. Hypothesis Test Results

hypothesis	Standardizes Coefficient (β)	Sig	Information
Culture \rightarrow Performance	0.116	0.371	Not supported
Commitment \rightarrow Performance	0.745	0.000	supported
Culture \rightarrow OCB	0.195	0.162	Not supported
Commitment \rightarrow OCB	0.656	0.000	supported
OCB \rightarrow Performance	0.888	,000	supported

The first hypothesis in this study states that organizational culture influences performance. In Table 4 H1 culture \rightarrow performance shows culture has a positive but not significant effect on performance ($\beta=0.116$, $p=0.371>0.05$). Thus, the influence of organizational culture on performance is not significant so that hypothesis 1 is not supported. Although not in line with the hypothesis that was built, the results of this study are in line with previous research conducted by [21]

Based on Table 4.3 above, hypothesis 2: commitment \rightarrow performance has a significant positive effect on performance ($\beta=0.745$, $p=0.000>0.05$). Thus hypothesis 2 is supported. The results of this study strengthen previous research which stated that commitment has a positive effect on performance [14].

Results of hypothesis test 3 culture \rightarrow OCB has a positive but not significant effect on OCB ($\beta=0.195$, $p=0.162>0.05$). So hypothesis 3 in this study, culture has a positive effect on OCB is not supported. However, the results of this study are in line with research (Sukarman et al. 2018) which states that culture has no effect on OCB[21].

The results of the fourth hypothesis test in this study indicate that commitment has a positive effect on OCB ($\beta=0.656$, $p=0.000<0.05$). The research results are in line with research [5]. Thus, hypothesis 4 in this study is supported.

The final hypothesis (H5) in this study is that OCB has a positive effect on performance. Based on Table 4.3 it can be seen that OCB has a positive effect on performance ($\beta=0.888$, $p=0.000<0.05$). These results are in line with previous studies [14]. Thus, hypothesis 5 in this study is supported.

5. CONCLUSIONS

This study aims to examine culture, commitment and OCB on performance, as well as the influence of culture on and commitment to OCB. The results of the hypothesis testing show that all hypotheses are supported except for the influence of culture on performance and OCB.

REFERENCES

- [1] V. Rivai and E. J. Sagala, "Manajemen Sumber Daya Manusia dan Perusahaan," *Ghara Ilmu Yogyakarta*, 2009.
- [2] A. Sobirin, "Budaya Organisasi (Pengertian, Makna dan Aplikasinya dalam Kehidupan Organisasi) Edisi Kedua, Cetakan Pertama." Yogyakarta: Unit Penerbit dan Percetakan STIM YKPN, 2009.
- [3] K. Shobirin, S. Mailani, and R. Pamel, "The Competitiveness Of Food Micro Small And Medium Enterprises (MSMEs) In Tanah Datar District Srategi Dinas Koperasi Perindustrian Dan Perdagangan (Diskoperindag) Dalam Peningkatan Daya Saing Usaha Mikro Kecil Dan Menengah (UMKM) Pangan Di Kabupate," vol. 3, no. 7, pp. 2589–2599, 2022.
- [4] M. Asir, M. Yusuf, and R. Ardianto, "Performance In The Company : A Review Literature Dampak Kompensasi , Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di Perusahaan : Review Literature," vol. 3, no. October, pp. 3476–3482, 2022.
- [5] D. P. R. R. Suparjo, "Pengaruh komitmen organisasi, kepuasan kerja dan budaya organisasi terhadap organizational citizenship behavior (OCB)(Studi Pada PT. Plasa Simpanglima Semarang)," *J. Ilm. Din. Ekon. dan Bisnis*, vol. 1, no. 1, 2016.
- [6] M. M. Ristiana, "Pengaruh Komitmen Organisasi dan Kepuasan terhadap OCB dan Kinerja Karyawan Rumah Sakit Bhayangkara Trijata Denpasar, DIE," *J. Ilmu Ekon. dan Manaj.*, vol. 9, no. 1, pp. 56–70, 2013.
- [7] P. A. Cakranegara, E. Hendrayani, J. R. Jokhu, and M. Yusuf, "Positioning Women Entrepreneurs in Small and Medium Enterprises in Indonesia–Food & Beverage Sector," *Enrich. J. Manag.*, vol. 12, no. 5, pp. 3873–3881, 2022.
- [8] R. Agustina, M. Yusuf, O. S. J. Sutiyan, R. Ardianto, and N. Norvadewi, "EMPLOYEE PERFORMANCE MEDIATED QUALITY OF WORK LIFE RELATIONSHIP SATISFACTION ON THE JOB AND ORGANIZATIONAL COMMITMENT," *J. Darma Agung*, vol. 30, no. 2, pp. 589–605, 2022.
- [9] W. Kurniadi, L. Natalia, A. Lotte, P. A. Cakranegara, F. Sampe, and M. Yusuf, "HANAN WEDDING

- PLANNER ' S MARKETING COMMUNICATION STRATEGY FOR INCREASING SALES IN THE COVID-19 PANDEMIC ERA ON THE TIKTOK APP," vol. 11, no. 03, pp. 1359–1364, 2022.
- [10] N. J. Allen and J. P. Meyer, "The measurement and antecedents of affective, continuance and normative commitment to the organization," *J. Occup. Psychol.*, vol. 63, no. 1, pp. 1–18, 1990.
- [11] P. M. Podsakoff, S. B. MacKenzie, R. H. Moorman, and R. Fetter, "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors," *Leadersh. Q.*, vol. 1, no. 2, pp. 107–142, 1990.
- [12] H. Bernardin, "Human Resources Management," *Hum. Resour. Manag. Singapore McGraw Hill*, 2003.
- [13] B. Kasmir and L. K. Lainnya, "Analisis Laporan Keuangan." Raja Grafindo Persada, Jakarta, 2002.
- [14] T. Fitriastuti, "Pengaruh kecerdasan emosional, komitmen organisasional dan organizational citizenship behavior terhadap kinerja karyawan," *JDM (Jurnal Din. Manajemen)*, vol. 4, no. 2, 2013.
- [15] C. Purnama, "Influence analysis of organizational culture organizational commitment job and satisfaction organizational citizenship behavior (OCB) toward improved organizational performance," *Int. J. business, Humanit. Technol.*, vol. 3, no. 5, pp. 86–100, 2013.
- [16] mesbahi Maryam, "Mediator role of social capital and organizational commitment in the relation of service-oriented motivation and organizational citizenship behavior," *World Sci. News*, no. 64, pp. 54–68, 2017.
- [17] S. Sutrisno, P. A. Cakranegara, F. Asri, M. Yusuf, and J. Sahala, "STRATEGY FOR MSME DEVELOPMENT USING FINANCIAL TECHNOLOGY TO INCREASE CAPITAL AND CONSUMERS," *J. Darma Agung*, vol. 30, no. 2, pp. 677–686, 2022.
- [18] D. R. Cooper, P. S. Schindler, D. R. Cooper, and P. S. Schindler, "Business research methods," 2003.
- [19] W. Neuman Lawrence, "Social Research Methods: Qualitative and Quantitative Approaches. Pearson." England, 2014.
- [20] J. F. Hair, "Multivariate data analysis," 2009.
- [21] J. H. Syauta, E. A. Troena, and S. Margono Setiawan, "The influence of organizational culture, organizational commitment to job satisfaction and employee performance (study at municipal waterworks of Jayapura, Papua Indonesia)," *Int. J. Bus. Manag. Invent.*, vol. 1, no. 1, pp. 69–76, 2012.
- [22] S. A. S. Wowling, M. Yusuf, S. Gampu, and J. Sahala, "PRODUCT QUALITY AND PRICING INFLUENCE ON THE BRAND REPUTATION OF LOCO COFFEE FAST FOOD PRODUCTS," *J. Darma Agung*, vol. 30, no. 2, pp. 541–548, 2022.
- [23] R. Hanis and M. Yusuf, "Applying A Swot Analysis Approach To A Sharia Marketing Perspective At Alunicorn Shops In Bandung," in *Proceeding of The International Conference on Economics and Business*, 2022, vol. 1, no. 2, pp. 653–670.