

THE ROLE OF ORGANIZATIONAL COMMITMENT MEDIATE THE EFFECT OF ORGANIZATIONAL CULTURE ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF WOMEN EMPLOYEES

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ABSTRACT

The purpose of the organization. This study aims to determine the role of organizational commitment in mediating the effect of organizational culture on the OCB of female employees of the Village Credit Institution in Tabanan Regency. This research was conducted at the Village Credit Institution of Tabanan Regency with a sample of 250 respondents spread over 10 districts. Determination of the sample is done by using proportionate random sampling. Data analysis was performed using Structural Equation Modeling (SEM) using the Partial Least Square (PLS) approach. The results showed that organizational culture had a positive and significant effect on OCB and organizational commitment was able to partially mediate the complementary effect of organizational culture on OCB. These results illustrate that a strong organizational culture will also increase the organizational commitment of female employees so that the OCB displayed will also be better.

Keyword: OCB, organizational culture, organizational commitment.

1. INTRODUCTION

OCB characteristics reflect positive employee behavior that goes beyond roles, tasks, and job descriptions. Employees with high OCB do not expect rewards from the organization but show voluntary and spontaneous behavior (Nurjanah, et al., 2020). This voluntary behavior is manifested by working and contributing beyond the formal demands of the organization to support the organization's functioning effectively. Employees who show OCB behavior will support co-workers, this kind of behavior is highly expected by the organization (Lavanya and Sree, 2021). This causes OCB to be one of the constructs that need organizational attention because employees with OCB are willing to perform tasks outside of job requirements and become good stewards for the effectiveness of organizational performance (Novira and Martono, 2015; Markoczy and Xin, 2004; Das, 2004). 2020).

A preliminary study was conducted to determine the OCB phenomenon in female employees at the Village Credit Institution in Tabanan, by taking the location in Kediri District, because it has the highest number of female employees, namely 109 employees, amounting to 68.55% of the total employees at 21 Village Credit Institutions in Kediri District. The results of a preliminary study on 26 female employees showed an average OCB score of 3.56. The altruism indicator (helping behavior) has an average value of 3.77. The courtesy indicator (behavior of maintaining good relations) has an average value of 3.75. The civic virtue (contribution) indicator has an average value of 3.84. The average value of the three indicators is greater than the average value of OCB. The sportsmanship (tolerance) indicator has an average value of 3.34 and the conscientiousness

(voluntary behavior) indicator has an average value of 3.09. The average value of the two indicators is smaller than the average value of OCB. This shows that the tolerance and voluntary behavior of female employees is only sufficient. In the conscientiousness indicator (voluntary behavior), each indicator has an average value below the OCB average value. 30.77% chose not to agree to carry out extra work voluntarily, 50% chose not to agree to carry out work outside of working days, and 30.77% chose not to use rest time to complete work. In the sportsmanship (tolerance) indicator, statements that are willing to attend work-related meetings outside of working days and delay eating time to complete work have an average value below the OCB average value. This shows that female employees prefer to carry out personal activities outside of work and delay completing work.

Based on the preliminary study, it can be concluded that the OCB displayed by female Village Credit Institution employees is not evenly distributed in each indicator. Female employees tend to focus more on helping co-workers (altruism), and maintaining good relations between co-workers and the organization (courtesy), but still lacking in carrying out extra work voluntarily with the aim of completing work on time.

The OCB that is not optimal for female employees is also supported by the results of interviews and the distribution of questionnaires conducted to the *pamucuk* (head) of the Village Credit Institution. Based on a questionnaire filled out by 54 leaders of the Village Credit Institution, as many as 23 people (42.6%) stated that female employees often asked for permission, came late and/or excused themselves to leave early because they had business outside of work. Interviews were conducted to find out more about the OCB problems of female Village Credit Institution employees. Based on interviews with the five heads of the Village Credit Institution, it was also revealed that female employees would ask for permission and not be present, to be able to carry out tasks related to social and customary roles in the community such as *ngayah* (help each other) when there were religious activities or ceremonies held in the family, *banjar* or village environment. because no one else can replace it.

OCB problems in female employees were also found in several studies. Research by Gao (2019) and Alanazi (2020) found that female employees had lower OCB than men, but another study by Joshi et al. (2021) and Casu et al. (2021) stated that female employees have higher OCB than male employees. This shows that there is still a research gap related to OCB for female employees.

Another factor that effects OCB is organizational factor. Based on the results of empirical studies, most conclude that there are organizational factors that can effect OCB (Borman, 2004). Support in the form of resources is able to provide empowerment for individuals to create OCB (Yadav and Rangnekar, 2015). One of the organizational factors forming OCB is organizational culture (Organ et al., 2006). Organizational culture as beliefs, feelings, behaviors and symbols that characterize an organization. The application of a strong organizational culture can be useful for increasing togetherness, a sense of kinship, openness between employees, work productivity, good communication, responsiveness to developments that occur in internal and external organizations, most of which are part of OCB (Arifin, 2015).

Zohra and Tarek (2020) shows that organizational culture has a positive and significant effect on OCB, which means that organizational culture that is applied in accordance with employee expectations will eventually form OCB. A strong organizational culture that is built will help foster OCB in employees (Aldrin and Yunanto, 2019). Research by Chang et al. (2021) stated that organizational culture has a positive effect on OCB. Research Alammar et al. (2020) shows that

the stronger the organizational culture, the higher the OCB, and conversely, the weaker the organizational culture, the lower the OCB.

Mujanah et al. (2019) showed different results, namely organizational culture had no significant effect on OCB. This result is supported by research by Lestiyanie and Yanuar (2019) which shows that organizational culture has no significant effect on OCB. Some of these studies show that there are inconsistencies in the results of the effect of organizational culture on OCB.

Hartono and Etikarina (2021), found that organizational commitment can mediate the effect of organizational culture on OCB, namely when individuals can balance life and work, individuals can have higher organizational commitment and engage in more extra work (Haar and Brougham, 2020). Susita et al. (2020), stated that organizational culture affects OCB through organizational commitment and shows organizational commitment positively and significantly mediates the effect of organizational culture on OCB.

2.LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The theory of social exchange (social exchange theory) in the social structure was first developed by Blau (1964) which states that individuals will give effort in exchange for rewards that will be obtained in the future. Individuals who perceive positive and challenging workplace conditions will respond with positive work efforts and efforts, if individuals perceive negative and troublesome workplace conditions, they will be rewarded with negative work efforts and attitudes. Employees will develop a sense of responsibility towards superiors and the organization in return for the benefits received. These rewards are then reflected in broader role definitions, in line with exchange and social role theories (Kayaalp et al., 2021).

Each organization has a different organizational culture and can have a considerable influence on the attitudes and behavior of members of the organization depending on the strength of the organizational culture. A strong culture tends to directly affect organizational outcomes because it shows high agreement on what the organization represents (Robbins & Judge, 2022). The results of research by Uliyah and Ariyanto (2021) and Genel and Iyigun (2020) state that organizational culture has a positive and significant effect on OCB. These results indicate that organizational culture has a positive and significant effect on OCB, which means that organizational culture that is applied in accordance with employee expectations will ultimately form a good OCB. The results of the study are also supported by the research of Ibrahim et al. (2021) conducted in the banking sector, namely there is a positive and significant influence of organizational culture on OCB.H1: Organizational culture has a positive and significant effect on organizational citizenship behavior (OCB).

Organizational culture has a strong influence on employees, namely behavior and attitudes. Organizational culture involves standards and norms that govern how employees should behave in a particular organization (Martins and Terblanche, 2003). Organizational culture has a strong impact on employee behavior followed by organizational effectiveness so that it can make it easier for managers to understand the organization not only for the formulation of policies and procedures, but to understand human behavior and use human resources in the best way (Khan and Rashid, 2015). The research of Oupen et al. (2020) and Bahri et al. (2021) found that organizational culture has a positive and significant effect on organizational commitment. This result is also supported by research conducted by Kholisah et al. (2020) who conducted research on employees at PT. State Savings Bank (Persero) Tbk. Jember who found that organizational culture had a

positive and significant effect on organizational commitment. This means that the stronger the organizational culture, the higher the organizational commitment possessed by employees, and conversely, the weaker the organizational culture, the lower the organizational commitment.

H2: Organizational culture has a positive and significant effect on organizational commitment.

Organizational commitment is the willingness to exert extra effort for the benefit of the organization, and a strong desire to maintain membership in the organization which is a strong basis as a predictor for OCB (Zeinabadi and Salehi, 2011). Organizational commitment is one of the factors that influence the success of the organization in dealing with a more complex environment. Employees who have a strong organizational commitment will identify personal goals with organizational goals, so that employees who are more serious at work and have loyalty and affection can pursue organizational goals (Astuti et al., 2013). Mahardika and Wibawa's research (2019) found that organizational commitment has a positive and significant effect on OCB. This means that the higher the organizational commitment, the higher the OCB will be. The effect of organizational commitment on OCB is also supported by Biswan's research (2019) which states that organizational commitment has a positive and significant effect on OCB. Manurung's research (2021) conducted on employees at the Main Branch Office of Bank Sultra found that there was a positive and significant influence between organizational commitment and OCB.

H3: Organizational commitment has a positive and significant effect on OCB.

Organizational commitment is important in generating OCB among employees to produce organizational effectiveness (Farzaneh et al., 2014; Ortiz et al., 2015). The research of Arumi et al. (2019) found that organizational commitment was able to mediate the influence of organizational culture on OCB. These results are also supported by research from Khan et al. (2021), who found that organizational commitment significantly mediates the relationship between organizational culture and OCB. The influence of organizational culture on organizational commitment will affect OCB, this means that organizational commitment has a major contribution and is able to mediate the influence of organizational culture on OCB.

H4: Organizational commitment mediates the influence of organizational culture on OCB.

3.METHODS

The research location is the Village Credit Institution (Village Credit Institution) in Tabanan Regency. The population in this study were employees of the Village Credit Institution in Tabanan Regency as many as 669 respondents. The research sample was calculated using the Slovin formula and obtained the results of 250 respondents who were used for research. The data collection method used in this research is to use a questionnaire and documentation. The questionnaire scale is arranged in the form of statements in the form of a Likert scale. Another method of data collection is done with documentation to obtain an overview of the profile of the Village Credit Institution. Data analysis was carried out after the data was collected using the SEM (Structural Equation Modeling) analysis method.

4.RESULTS AND DISCUSSION

Outer Model

The measurement model or outer model is carried out to ensure that the measurements made are valid and reliable. The evaluation used in this measurement model is the convergent validity,

discriminant validity and composite reliability tests.

Convergent validity is measured based on the value of the outer model and the AVE value. Based on Table 1, the test shows that the outer loading value and the AVE value for each dimension are more than 0.50 (>0.50). This shows that all dimensions have met the criteria of convergent validity and are valid to be used in measuring variables in the study.

Table 1. Convergent Validity

Variable	Dimension	Outer Model	AVE	Description
Org. Culture (X1)	Managing change	0,715	0,668	Valid
	Achieving goals	0,757	0,703	Valid
	Coordinated teamwork	0,935	0,707	Valid
	Customer orientation	0,893	0,715	Valid
	Cultural strength	0,877	0,771	Valid
Org. Commitment (Z)	Affective commitment	0,936	0,836	Valid
	Continuance commitment	0,952	0,802	Valid
	Normative commitment	0,902	0,759	Valid
OCB (Y)	Altruism	0,881	0,737	Valid
	Courtesy	0,854	0,748	Valid
	Sportmanship	0,908	0,781	Valid
	Civic virtue	0,926	0,815	Valid
	Conscientiousness	0,924	0,825	Valid

Primary Data, 2022

Discriminant Validity

Discriminant validity can also be measured by comparing the value of the square root average variance extracted (\sqrt{AVE}) in the Fornell Larcker test for each latent variable with correlations between variables in the measurement model. The model is said to have good discriminant validity if the value of the square root average variance extracted \sqrt{AVE} for each variable is greater than the correlation value between variables. The measurement of discriminant validity using the AVE value can be seen in Table 4.

Table 2. Fornell Larcker Discriminant Validity Test Results (\sqrt{AVE})

	Org. Culture	Org. Commitment	OCB
Org. Culture	0,711		
Org. Commitment	0,347	0,832	
OCB	0,697	0,467	0,795

Primary Data, 2022

Table 3. Composite Reliability

Variable	Composite Reliability	Cronbach Alpha	rho-A	Description
Org. Culture	0,938	0,928	0,933	Valid

Org. Commitment	0,953	0,944	0,945	Valid
OCB	0,962	0,958	0,960	Valid

Primary Data, 2022

Based on Table 5, it is known that the composite reliability value of each variable has a value greater than 0.70 (>0.70). This shows that the variable scale used in the study meets the reliability criteria.

Inner Model

The measurement of the inner model is carried out to test the structural model of the study which shows the relationship between latent variables. The inner model test is used by looking at the R-Square (R²) value for endogenous constructs and the Q-Square (Q²) value for predictive relevance.

Table 6. R-Square (R²)

Variable	R-Square (R ²)
Org. Commitment	0,163
OCB	0,557

Primary Data, 2022

Based on Table 6, the model of the effect of organizational culture on organizational commitment has an R-Square (R²) value of 0.163. It can be interpreted that the variability of the organizational commitment variable can be explained by the variability of the organizational culture variable of 16.3% and 83.7% is explained by other variables outside the study. The model of the effect of organizational culture and organizational commitment on OCB has an R-Square (R²) value of 0.557. It can be interpreted that the variability of the OCB variable can be explained by the variability of variables, organizational culture and organizational commitment by 55.7% and 44.3% explained by other variables outside the study.

Q-Square (Q²) value

The value of Q-Square (Q²) is calculated to determine the value of observations generated by the model and parameter estimates. The value of Q-Square (Q²) is calculated as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0,163) (1 - 0,557) \\
 &= 1 - (0,837) (0,443) \\
 &= 1 - 0,371 \\
 &= 0,629
 \end{aligned}$$

The value of Q-Square (Q²) obtained is 0.629. The value is greater than 0 (>0). This shows that 62.9% of the variation in OCB is effected by organizational culture and organizational commitment, while 37.1% is explained by other variables outside the research variables.

Hypothesis Test Results

In the direct effect test, there are two values that must be met, namely the p-value is smaller than the alpha value of 5% (<0.05) and the t-statistic value has a value greater than 1.96 (<1.96). The results of the calculation of the significance of each relationship between variables are presented in Table 7.

Table 7. Direct and Indirect Effects

Direct Effect	Path Coefficient	T-Statistic	P-value	Description
Org. Culture → OCB	0,568	8,342	0,000	Significant
Org. Culture → Org. Commitment	0,260	3,127	0,002	Significant
Org. Commitment → OCB	0,228	3,650	0,000	Significant
Indirect Effect	Path Coefficient	T-Statistic	P-value	Description
Org. Culture → Org. Commitment → OCB	0,055	2,300	0,022	Accepted

Primary Data, 2022

5.DISCUSSION

The results of the analysis of the effect of organizational culture on OCB show a path coefficient value of 0.568 (positive) and a p-value of 0.000 which is smaller than an alpha value of 0.05 (p-value < α). This shows that organizational culture has a positive and significant effect on OCB. Based on these results, then H1 in the study was accepted. The results of the analysis show that organizational culture has a positive and significant effect on OCB. This shows that the stronger the organizational culture of the Village Credit Institution, the better the OCB that will be displayed by female employees. These results are in line with several previous studies from Soliman and Hasanein (2020); Kholisah et al. (2020); Hartadi et al. (2020); Genel and Iyigun (2020) and Azmy (2021).

The results of the analysis of the influence of organizational culture on organizational commitment show a path coefficient value of 0.260 (positive) and a p-value of 0.002 which is smaller than an alpha value of 0.05 (p-value < α). This shows that organizational culture has a positive and significant effect on organizational commitment. Based on these results, then H2 in the study was accepted. The results of the analysis show that organizational culture has a positive and significant effect on organizational commitment. This shows that the stronger the organizational culture of the Village Credit Institution, the higher the organizational commitment of female employees. These results are supported by research from Susita et al. (2020); Oupen et al. (2020); Bahri et al. (2021); and Jufrizen et al. (2018).

The results of the analysis of the effect of organizational commitment on OCB show a path coefficient value of 0.228 (positive) and a p-value of 0.000 which is smaller than an alpha value of 0.05 (p-value < α). This shows that organizational commitment has a positive and significant effect on OCB. Based on these results, then H3 in the study was accepted. The results of the analysis show that organizational commitment has a positive and significant effect on OCB. These results are supported by research from Vipraprastha et al. (2018), Biswan (2019), Manurung (2021), and Aftab et al. (2020).

The results of the analysis of the influence of organizational culture on OCB through organizational commitment show a path coefficient value of 0.055 and a p-value of 0.017 which is smaller than an alpha value of 0.05 ($p\text{-value} < \alpha$). This shows that organizational commitment is able to mediate the influence of organizational culture on OCB. Based on these results, then H4 in the study was accepted. The results of the analysis show that organizational commitment is able to mediate the influence of organizational culture on OCB. This means that when the Village Credit Institution has a strong organizational culture, the organizational commitment of employees will also be higher which will have an impact on the OCB displayed will be better. A strong organizational culture has core organizational values that are deeply held and widely shared (Schneider et al, 2002). The more members who accept core values and the greater the commitment, the stronger the culture and the greater its influence on member behavior.

6. CONCLUSION

The analysis conducted in this study has shown that organizational culture has a positive and significant effect on OCB, organizational culture has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on OCB, and organizational commitment is able to mediate some of the effects between OCB and organizational culture on OCB. This research also contributes to the theory of social exchange, namely a strong organizational culture will have an impact on the reciprocity given by female employees to the organization, namely high organizational commitment which also has an impact on the OCB displayed by female employees in the workplace. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to OCB and support the results of other empirical studies related to organizational culture and organizational commitment to OCB.

The results of the research can be used practically by the management as input and consideration regarding policy making in an effort to increase the OCB of employees at the Village Credit Institution. Management of the Village Credit Institution can also innovate regularly from the service aspect, and internal management such as in terms of the rewards system for employee performance, because this aspect will affect the organizational commitment of employees, especially women to be able to work for a long time, loyalty and feel proud and proud. responsible for being part of the Village Credit Institution. High organizational commitment will then have an impact on the work behavior displayed, especially the frequency of work behavior that exceeds the demands (OCB) displayed will be higher.

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