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Effect of Organizational Culture on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a Mediator (Study on Komunitas Juang Banyumas)

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ABSTRACT

In Indonesia, there were more than 500,000 Non-Governmental Organizations (NGOs) registered with the Ministry of Home Affairs in 2019. This high number of Non-Governmental Organizations (NGOs) reflects the great interest of the community to organize, supported by the large number of volunteers involved. However, along with the challenges faced by NGOs, questions arise regarding the factors that influence volunteers' commitment to their organizations. This phenomenon becomes especially interesting in the context of General Elections (PEMILU) and Regional Head Elections (PILKADA) held every five years, where many volunteer organizations and political parties are involved. One of the under bow organization of political party that plays an active role is Komunitas Juang, which is affiliated with PDI-P and was established in 2014. This community serves as a forum for youth cadre in Central Java and has around 1300 members in Banyumas Regency who work voluntarily in various party programs. This study aims to analyze the effect of organizational culture on organizational citizenship behavior (OCB) with organizational commitment as s mediator in Komunitas Juang of Banyumas Regency. This study used a quantitative method with a Simple Random Sampling (SRM) approach, through the completion of a questionnaire by 84 members of Komunitas Juang Banyumas. The findings and implications of this research will be discussed in more depth in this article.

Keywords: Organizational Citizenship Behavior; Organizational Commitment; Affective Commitment; Normative Commitment; Continuance Commitment; Organizational Culture; Non-Governmental Organization

1. Introduction

The term 'Organizational Citizenship Behaviors' (OCBs) was coined in the 1980s. It means, employee behaviors that are not subject to a formal system of obligations but that have a positive impact on the functioning of the organization. An employee who feels that he/she is a 'citizen' of his/her organization, like a citizen of a state, voluntarily undertakes actions that benefit not only his/her colleagues, but also the organization as a whole. The essence of all these behaviors is that

the person undertaking them does not expect his/her own benefits. In today's extremely fast-growing, but also very complex, organizations it is important that as many employees as possible exhibit behaviors that go beyond the formal scope of tasks. With such a competitive and global market, this can have a huge impact on the success of the organization.

The scientific world has also devoted much attention to OCB antecedents. It is said that these behaviors are closely related to job attitudes (job satisfaction, perception of fairness and organizational commitment), task variables and leadership behaviors. The subject of the research that this article reports on includes employees' attitude of organizational commitment as a prerequisite for OCB. Organizational commitment is understood as employee identification with the organization. Lambert and Steers defined organizational commitment as the individual's strength with and involvement in the organization. Organizational commitment can occur in three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment is defined as "the strength of an individual's identification with and involvement in a particular organization". Normative commitment reflects the sense of obligation to continue in employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. The last dimension—continuance commitment—represents cognitive attachment between employees and their organizations because the costs of leaving outweigh the benefits.

The research objective of this article is to determine and evaluate the level of correlation between the various dimensions of organizational culture, organizational commitment and Organizational Citizenship Behaviors in Komunitas Juang, one of under bow organizations of political parties in Banyumas Regency. The author intentionally focused on one type of organizations, since the research on OCB rarely addresses the impact of the type of organization on the manifestation of citizenship behaviors. Therefore, this work is an attempt to fill part of the existing research gap in the studied area.

2. Literature Review

2.1 Organizational Citizenship Behavior

Organizational citizenship behavior is defined by the behavior of employees through contributing more to the company than the responsibilities set at the beginning. Organizational Citizenship Behavior as an individual behavior with more than his work requirements from employees and has more roles in his psychological environment and workplace (Robbins & Judge, 2019, p. 27).

The term OCB was first proposed by Organ, who proposed five primary dimensions of OCB (Allison, et al, 2001), namely *Altruism*, which is the behavior of helping other employees without coercion on tasks that are closely related to organizational operations. *Civic virtue*, showing voluntary participation and support for organizational functions both professionally and socially natural. *Conscientiousness*, contains the performance of role prerequisites that exceed minimum standards. *Courtesy*, is the behavior of alleviating work-related problems faced by others. *Sportsmanship*, contains abstinence from making destructive issues despite feeling irritated. Daryono et al (2024) explains the factors that influence organizational citizenship behavior are climate and culture. citizenship behavior is the climate and culture in the organization. When the

climate of an organization is rated positively by employees, they will feel comfortable and do their work more. their work more.

2.2 Organizational Commitment

Commitment is depicted as “a force that binds an individual to a course of action of relevance to one or more aims” (Gonzalez & Guillen, 2008). Other concepts of commitment in the specialized literature are: “psychological bound” (Mathieu & Zajac, 1990, p. 171), “psychological attachment” (O’Reilly & Chatman, 1986, p. 493) or “psychological state” (Allen & Meyer, 1990, p. 14). Although there have been differences among research on the nature and concept of organizational commitment, this study proposes to divide organizational commitment into three dimensions based on Meyer and Allen’s (1987) model, the three approaches outlined above were labeled “continuous,” “affective,” and “normative” commitment, respectively. The first dimension of organizational commitment is “continuous commitment” including a cost-based dimension (Becker, 1960). Continuous commitment relates to behaviors, including leaving or staying a firm after conducting a cost-benefit analysis on the objective of useful or external goods (Allen & Meyer, 1993). “Affective commitment” is considered a feeling, desire, impulse, emotional attachment leading employees to want to stay with their organization (Allen & Meyer, 1990). Generally, this construct is considered an attitudinal factor likely to affect OCB. “Normative commitment” is considered as senses of duty and moral obligation or courses of actions (Meyer & Herscovitch, 2001), and alludes to obligations regarding duty and justice. Employees who are strongly committed to normative aspects may feel more deep-seated obligations to behave toward meeting organizational interests and goals (Chen & Francesco, 2003; Daryono et al, 2024).

2.3. Organizational Culture

Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problem of external adaptation and internal integration, that has worked well enough considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Luthans, 1995; Daryono et al, 2024).

Luthans (1995) provides several characteristics that reflect aspects of organizational culture: (1). Observed behavioral regularities. (2). Corporate norms (norms). (3). The dominant values embraced by the company (dominant values). (4). Corporate philosophy (philosophy). (5). Rules company regulations (rules). (6). Company work climate (organizational climate).

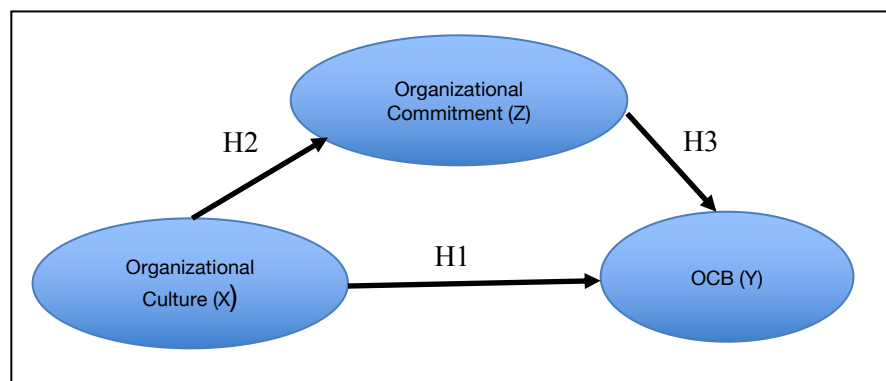


Figure 1. Conceptual Framework

Hypothesis

H1 : Organizational culture variables should have a significant impact on OCB variable

H2 : Organizational culture variables should have a significant impact on organizational commitment variable

H3 : Organizational commitment variable should have a significant impact on OCB variable

3. Research Methodology

3.1 Sample and Data Collection

In this research, the sampling technique uses the Simple Random Sampling technique, which in this case means giving the population an equal opportunity to be sampled. The questionnaire was given to 90 members of Komunitas Juang Banyumas, where the questionnaire contained 5 questions on the organizational culture variable, 6 questions on the organizational commitment variable, and 15 questions on the OCB variable. Each question was tested using a Likert scale of 1 - 5, where 1 indicates strongly disagree and 5 indicates strongly agree.

3.2 Data Analysis Techniques

3.2.1 Validity Test

The validity test is how well a tool is designed to determine a research variable. According to Daryono et al (2024) the validity testing procedure through SEM based SEM is to use convergent validity and discriminant validity formats.

3.2.2 Reliability Test

Reliability is a measuring tool that has knowledge of the study variables and is in accordance with certain concepts. in accordance with certain concepts. Reliability tests for each variable indicator can be examined in Cronbach alpha and composite reliability.

3.2.3 Test Coefficient of Determination (R Square)

The R-Square test is a test used to determine the strength of the independent variable to influence the dependent variable. If the coefficient of determination is higher, the higher the ability of the independent variable to explain changes in the dependent variable and vice versa. dependent variable and vice versa.

3.2.4 Partial Significance Test (T Test)

The t test is viewed from which variables have an influence and influence on the dependent variable. on the dependent variable. Calculation of the t test using SmartPLS 3.0, where the path coefficient by taking into account the contribution or influence of the construct variable by using the bootstrapping procedure to represent the dependent variable. using the bootstrapping procedure in order to represent non-parametric analysis precision estimation in this case the outer model even in the inner model.

4. Results and Discussion

Results of SEM analysis of the relationship between the constructs (latent variables) overall in the final stages of the model indices modification, as in the picture below.

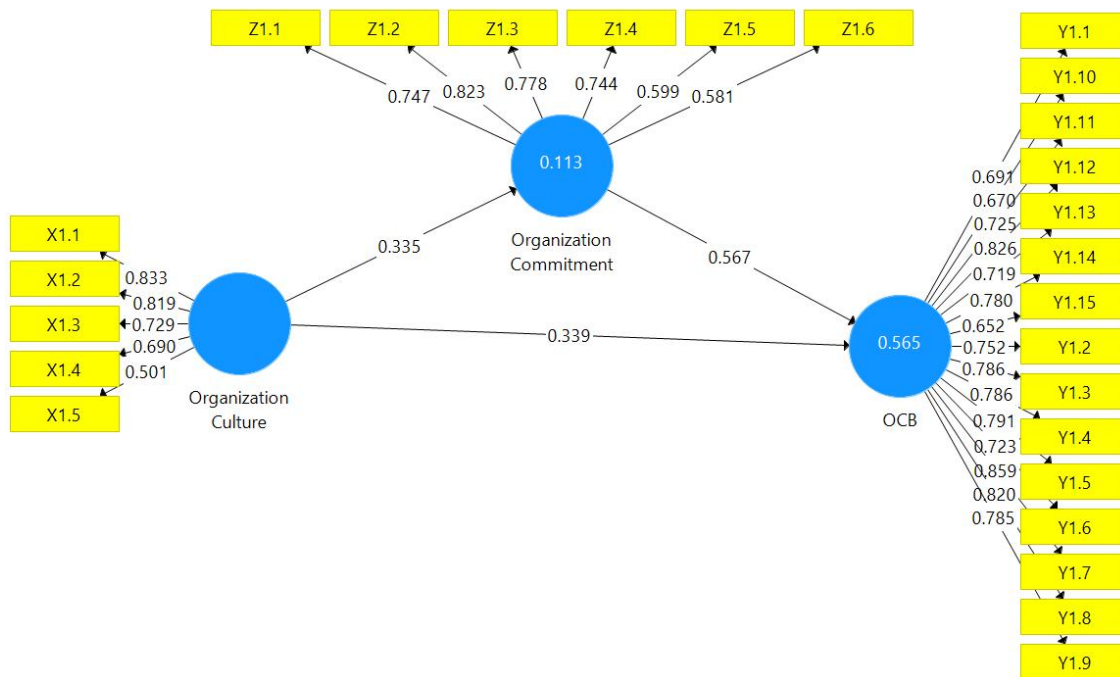


Figure 2. Results Model

4.1 Demographic Respondent

Table 1. Demographic Respondent

Demographic Variable	Value	Percentage
Age		
20 – 30 years	36	42,8 %
31 – 40 years	33	39,2 %
>41 years	15	18 %
Gender		
Male	59	70,2 %
Female	25	29,8 %
Job		
Employee	47	55,9 %
Business	16	19 %
Student	21	25,1 %

Demographic Variable	Value	Percentage
Number of years in the organization		
0 – 2 years	15	17,8 %
3 – 6 years	28	33,3 %
More than 6 years	41	48,9 %

Based on the table above, it can be concluded that the respondents obtained in this study are dominated by male respondents, with the most professions as an employee, ages ranging from 20-30 years, and number of years in the organization more than 6 years.

4.2 Descriptive Data Analysis

4.2.1 Validity Test

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
<i>OCB</i>	0,577
<i>Organizational Commitment</i>	0,515
<i>Organizational Culture</i>	0,525

The AVE value of the OCB variable is 0.577, the AVE value of the Organizational commitment variable is 0.515, and the AVE value of the Organizational culture variable is 0.525. This states that the three variables used in the study are valid because they get $AVE > 0.5$ results and can be continued for further testing.

4.2.2 Reliability Test

Table 3. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
<i>OCB</i>	0,947	0,953
<i>Organizational Commitment</i>	0,811	0,862
<i>Organizational Culture</i>	0,763	0,843

The Cronbach's alpha and Composite Reliability values of the OCB variable are 0.947 and 0.953. Cronbach's alpha and Composite Reliability values of the Organizational Commitment variable are 0.811 and 0.862. Cronbach's alpha and Composite Reliability values of the Organizational Culture variable are 0.763 and 0.843. Based on these values, it can be concluded that the three variables have Cronbach's alpha and composite reliability values > 0.7 . These results indicate that the three variables have good reliability values.

4.2.3 Test Coefficient of Determination

Table 4. R Square and R Square Adjusted

	R square	R square adjusted
<i>OCB</i>	0,565	0,555
<i>Organizational Commitment</i>	0,113	0,102

From the R square data, the dependent variable (Y), OCB is influenced by 0.555 by organizational culture and the mediating variable (Z) organizational commitment is influenced by 0.102 by the organizational culture variable (X). The R square OCB value of 0.555 means that the dependent variable OCB is influenced by 55.5% by the organizational culture variable (X). While 44.56% is influenced by other factors outside the variables studied. Then, the R square value of organizational commitment 0.102 means that the organizational commitment variable is 10.2% influenced by the organizational culture variable (X). While 89.8% is influenced by other factors outside the variables studied.

4.2.4 Partial Significance Test (T Test)

Table 5. T Tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<i>Organizational Commitment -> OCB</i>	<i>0,567</i>	<i>0,567</i>	<i>0,064</i>	<i>8,921</i>	<i>0,000</i>
<i>Organizational Culture -> OCB</i>	<i>0,339</i>	<i>0,345</i>	<i>0,074</i>	<i>4,553</i>	<i>0,000</i>
<i>Organizational Culture -> Organizational Commitment</i>	<i>0,335</i>	<i>0,366</i>	<i>0,097</i>	<i>3,448</i>	<i>0,001</i>

The T Statistic value shows that if the T Statistic value of a correlation > 1.96, then this value indicates a positive effect of the correlation of these variables. Then, if the P values of a correlation <0.05, then the value indicates a significant influence. Based on the table above, we can see that the three correlations have a T statistics value > 1.96 and a P Values value <0.05. This shows that each correlation has a positive and significant effect.

5. Conclusion and Implications

The results showed that organizational culture and organizational commitment are able to influence organizational citizenship behavior of Komunitas Juang Banyumas’s members.

This proves that members tend to provide quality loyalty when they already understand the values of the organization, the culture adopted, and the history of the formation of the organization. Similarly, commitment or a sense of wanting to continue to advance the organization can also lead to organizational citizenship behavior.

For the influence on organizational commitment, the organizational culture variable is able to influence the commitment of Komunitas Juang Banyumas’s members. This proves that the further members feel there is a similarity between personal values and goals and the organization, this will increase the commitment of organizational members to the organization.

Organizational commitment as a mediating variable is stated to successfully influence the organizational culture variable with the dependent variable, namely organizational citizenship behavior of Komunitas Juang Banyumas’s members. This states that organizational commitment is a variable that needs to be improved if the organization wants its members to have organizational citizenship behavior, that needs to be improved if the organization wants its members to provide higher loyalty so that it can help the organization to achieve its goals.

5.1 Theoretical Implication

This study adds theoretical insight into the important role of organizational culture in shaping organizational commitment and OCB (Organizational Citizenship Behavior). It was found that organizational culture not only affects commitment directly, but also mediates the relationship between organizational culture and OCB. This supports and extends Meyer & Allen's (1990) concepts of affective, normative, and continuance commitment, and confirms that a good culture can promote member behavior that goes beyond work formalities.

This study highlights that organizational commitment acts as an important mediator between organizational culture and OCB. This implication suggests that future research needs to further explore how different dimensions of commitment (affective, normative, and continuance) mediate the influence of organizational culture on other organizational behaviors, such as member performance and loyalty.

This study contributes to the limited literature on OCB in the context of political or volunteer organizations. The finding that a strong organizational culture can increase commitment and OCB in the context of Komunitas Juang Banyumas suggests that these factors are also relevant in non-corporate organizational settings.

5.2 Practical Implication

For political or volunteer organizations such as Komunitas Juang, these results imply that the development of a positive organizational culture can be an effective strategy to increase member loyalty and contribution. The implementation of programs that reinforce the core values of the organization, such as cadre training or the introduction of organizational culture from the beginning of membership, can help increase commitment and OCB.

Organizations need to develop programs that strengthen affective and normative commitment, such as holding activities that increase members' emotional ties to the organization or providing recognition for individual contributions. The higher the commitment, the greater the tendency of members to engage voluntarily and proactively in tasks that support organizational goals.

To increase organizational citizenship behavior (OCB), organizations need to focus on increasing the commitment of its members. Organizations can design programs that motivate members to contribute more than their formal duties, such as through informal recognition, appreciation programs, or providing more space for members to participate in organizational decision-making. Another practical implication is the importance of selection and recruitment processes that emphasize the congruence between members' personal values and those of the organization. This is important to ensure that recruited members are able to fit into the organizational culture and are more likely to commit and demonstrate OCB.

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