

The Effect of Organizational Culture, Organizational Commitment on the Employee Performance Trough Organizational Citizenship Behavior

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Abstract

The Study aims to analyze the influence of organizational culture and organizational commitment on organizational citizenship behavior at the Civil Service Police Unit of West Manggarai Regency, analyze the influence of organizational culture, organizational commitment, and organizational citizenship behavior on employee performance at the Civil Service Police Unit of West Manggarai Regency, analyze the influence of organizational culture and organizational commitment on the employee performance at the civil service police unit of West Manggarai Regency through organizational citizenship behavior. This study uses a survey method with questionnaires as a data collection tool, while the samples taken were all employees of the Civil Service Police Unit of West Manggarai Regency totaling 84 peoples with census techniques. Data collected was analyzed using path analysis. The results of this study indicate organizational culture and organizational commitment influence the organizational citizenship behavior, this means a strong culture and high commitment from each employee will enhance the organizational citizenship behavior. Organizational culture and organizational commitment influence on the employee performance trough organizational citizenship behavior.

Keywords: Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance.

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1. Introduction

The wave of bureaucratic reform as an effort to support changes in the work behavior of state civil servants is being encouraged. This is important to eliminate the negative stigma based on the public's view of the bureaucratic system which is known to be slow. The steps taken by the government by improving the organizational system are contained in PP. Number 18 of 2016 concerning Regional Devices. The thing emphasized in this regulation is to re-arrange regional equipment so that their functions are more effective and efficient based on the conditions and potential of each local government by prioritizing the scale. In connection with this, the West Manggarai Regency Government took steps to restructure the regional apparatus, because the regional apparatus was seen as a driving force for achieving the vision and mission as expected. The results of this policy have implications for changes in the functions and work procedures of the Civil Service Police Unit.

Based on (Government Agency Performance Report, 2017), there are currently 127 civil service police personnel, both in charge of the district and in the sub-district, while the results of proportionate needs analysis should amount to 351 peoples, meaning there are still shortages its mean there are still deficiencies of 224 peoples. From the limitations of existing employees, of course the potential to disrupt the balance of the organization to carry out its duties and functions optimally, but on the other hand they are required to give maximum work results in realizing the vision and mission of the local government. Therefore, every employee must be play an active role and be ready to accept greater responsibilities and risks. This attitude is very dependent on the citizenship behavior of the employee itself as a member of the organization to willingly take an extra role in carrying out the tasks. In connection with this matter, it requires the ability of the organization to create good conditions so that every employee continues to be committed to carrying out their respective duties and responsibilities to support the organization's goals.

Langton and Robbins (2006), said that to achieve success each organization needs support from employees who are able to tolerate coercion and work-related disturbances, provide performance that exceeds expectations, and volunteer for additional work. Research conducted by Vinsent Obedgiu et al (2017) states that employees who are highly committed have the desire to show organizational citizenship behavior that can enhance the image of the local government. This is reflected in the attitude of employees who take an extra role in their work, help colleagues and clients, work according to regulations such as the emotional attachment to their work and the local government. As well, Muzakki, et al. (2017) stated that the dimensions of Organizational Citizenship Behavior (OCB) are reflected in altruistic attitudes, which are always willing to help other coworkers and sportmanship attitudes, namely completing work by finding the best solutions can be useful for the organization and support the achievement of organizational goals.

From some results of research and expert views that have been stated above, provide important information that organizational citizenship behavior needs to be built in the organization, because this behavior reflects more contribution from every employee in the workplace which has an impact on increasing employee performance. Titisari (2014), suggests that to build citizenship behavior in organizations is strongly influenced by high commitment from within the employee itself and supported by cultural values in an organization. Therefore, this study aims to find out and analyze the influence of organizational culture, organizational commitment to organizational citizenship behavior which has implications for employee performance at the Civil Service Police Unit of West Manggarai Regency.

2. Literature Review

2.1 Employee Performance

Mangkuegara (2011), states the performance is the result of work obtained by an employee in a certain period measured in quality and quantity as a form of responsibility for the tasks carried out. Furthermore Mangkunegara (2011) states several dimensions that used to measure performance as follows: quality is the level at which an employee is able to carry out well on what should be done, quantity is how long an employee can do work for one day and how much is produced, responsibility that is the awareness of an employee to carry out the work given by organization, cooperation is an attitude where an employee is able to build cooperation with other colleagues in completing tasks assigned by agencies or organizations, and initiatives that are the ability of an employee to build initiatives in carrying out work.

2.2 Organizational Citizenship Behavior

Langton and Robbins (2006), states that in order to achieve success each organization needs support from employees who are able to tolerate coercion and work-related disturbances, provide performance that exceeds expectations, and volunteer for additional work. According to Titisari (2014) states that organizational citizenship behavior is the contribution of individuals who exceed the demands of roles in the workplace. This behavior includes behavior helping others, volunteering for extra tasks, obeying the rules and procedures at work. Langton and Robbins (2006), suggesting the characteristics of organizational citizenship behavior associated with workplace behavior are as follows: Altruism is a behavior that helps coworkers who experience difficulties in the task in the organization, conscientiousness which is a more careful attitude and listening conscience is to follow norms and regulations, prioritize tasks, sportmanship is the ability to tolerate things that are not ideal in the organization without raising objections, courtesy is an attitude that aims to prevent the emergence of problems that are shown to be polite and considerate to others, and virtue civil is a behavior that participates in full giving more attention to organizations where individuals work or attitudes to loyalty to the organization.

a. Organizational Culture

Robbins (1996), states that organizational culture is defined as a system and shared meaning that has been adopted by each individual in an organization that gives a difference between one organization and another. Culture is a social glue that helps unite the organization by providing the right standards "what employees must say and do". Robbins (1996) further states that culture has the role of creating distinctions between one organization and another, culture brings a sense of identity to members of the organization, and culture functions as a mechanism for making meaning and control that guides and shapes attitudes and behaviors in employees. Robbins (1996) suggests seven primary characteristics that are the essence of the culture of an organization are: Innovation and risk taking that show the extent to which employees are encouraged to be innovative and dare to take risks, attention to details that show the extent to which employees show accuracy and attention to details, results oriented that shows the extent to which management focuses on results rather than attention to the techniques and processes used to achieve these results, orientation to individuals that shows the extent to which management decisions take into account the effect of results on each member in the organization, orientation on team that shows the extent to which work activities are organized on the team not on individuals, aggressiveness that shows the extent to which members of the organization have aggressiveness and are always competitive in carrying out the work, and stability that shows how can organizations maintain a good organizational culture.

b. Organizational Commitment

According to Mathis and Jackson in Sopiah (2008), states that organizational commitment is the degree to which an employee feels confident, trusts, and understands all organizational goals and wishes to remain in an organization. Furthermore, according to Steers in Sopiah (2008), states that organizational commitment is a psychological attitude of employees which is characterized by existence, namely: Strong trust and acceptance of organizational goals and values, willingness to strive for the achievement of organizational interests, and a strong desire to maintain position as a member of the organization. Allen and Meyer in Sopiah (2008) suggests three components of organizational commitment, namely: affective commitment is the level at which employees have an emotional relationship to the organization because it accepts organizational goals and values, normative commitment is the level at which employees have an awareness of responsibility as members of the organization

because is an obligation that must be borne, and continuance commitment is the level where employees want to be dedicated and sacrifice so that they remain as members of the organization because it provides benefits for themselves. Vincent Obedgiu et al (2017) states that employees who are highly committed have a good organizational citizenship behavior which can enhance the image of local government. This is reflected in the attitude of employees who take an extra role in their work, helping fellow colleagues, working according to applicable regulations, giving more attention to their work because of the emotional ties with the local government.

c. Conceptual Framework and Hypothesis

- i. The Effect of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior.

"Organizational culture is a system and shared meaning that has been adopted by each individual in an organization that creates differentiation between one organization and another" (Robbins,1996). Suwibawa et al. (2018), states that organizational culture has a significant effect on the organizational citizenship behavior. This means that strong cultural values will shape a good citizenship behavior. To measure organizational culture, the indicators used in this study are sourced from Wahyuni, et al (2016) and Suwibawa et al (2018), namely: (1) Innovation and risk taking, (2) Attention to detail, (3) Orientation to results, (4) Orientation to individuals, (5) Orientation to the team, (6) Aggressiveness, and (7) Stability.

"Organizational commitment is the degree to which an employee feels confident, trusts, and understands all organizational goals and wishes to remain in an organization" (Sopiah, 2008). Vincent Obedgiu et al. (2017) states that basically employees highly committed to having a strong desire to show organizational citizenship behavior that can improve the image of local government. This is reflected in the attitude of employees who take an extra role in their work, help fellow colleagues, work according to applicable regulations, pay more attention to their work because of emotional ties with the regional government. Otto (2018) states that seen from the elements of affective, rational, and normative, organizational commitment is able to improve organizational citizenship behavior which is reflected in voluntary actions, sportsmanship, conscience, courtesy, and civic virtue. Rony Jaya (2018) states that the higher the commitment will have an impact on the increasing organizational citizenship behavior. From the statistical description shows the contribution of organizational commitment has an effect of 65.2% on the organizational citizenship behavior, while 34.8% is influenced by other factors. This proves that organizational commitment is the initial condition for emergence organizational citizenship behavior. Indicators for measuring organizational commitment in this study are sourced from Vinsent Obedgiu et al. (2017, Otto (2018) and Rony Jaya (2018), namely: (1) Affective commitment, (2) Normative commitment, and (3) Continuance commitment.

Hypothesis 1 : Organizational culture and organizational commitment influence on the organizational citizenship behavior.

- ii. The Effect of Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior on the Employee Performance.

Wahyuni, et al. (2016), states that organizational culture directly has a significant effect on the performance of local government officials. This means that a strong organizational culture will trigger employees to think and behave according to organizational values including as professionalism, trust in co-workers, order and integration, so that the suitability of the culture formed in each employee is able improve its performance for the better. Bambang Sularso (2017), states that organizational commitment has a positive and significant effect on employee performance, meaning that the higher the organizational commitment will be followed by the increase in employee performance. Furthermore Muzakki, et al. (2017), states that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance, this is reflected in altruism which is always willing to help other colleagues, and sportsmanship, namely completing work by finding the best solution, can be useful to support the achievement of organizational goals. Langton and Robbins (2006) state that successful organizations need employees who are able to tolerate coercion and work-related disturbances, provide performance that exceeds expectations, and volunteer for additional work. Indicators measuring organizational citizenship behavior in this study are sourced from Muzaki, et al. (2017), namely: (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue.

Hypothesis 2 : Organizational culture, organizational commitment and organizational citizenship behavior influence on the employee performance.

- iii. The Effect of Organizational Culture and Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior.

Titisari (2014) states that organizational citizenship behavior is the contribution of an employee in a workplace that exceeds formal job descriptions. Furthermore Titisari (2014) states that organizational citizenship behavior is formed from the commitment of the employees themselves and organizational culture which is an external factor originating from outside the employee. Suwibawa. et.al (2018) proves that organizational citizenship behavior mediates partially the influence of organizational culture on employee performance. This means that strong cultural value will be followed by the increase in employee performance through organizational citizenship

behavior. In addition Wardhani et al (2017) states that organizational citizenship behavior is able to moderate the influence of organizational commitment on employee performance, meaning that the higher organizational citizenship behavior will strengthen the influence of organizational commitment on the employee performance. Hypothesis 3: Organizational culture and organizational commitment influence on the employee performance through organizational citizenship behavior.

From some research results and expert views that have been stated above, it can be concluded that organizational citizenship behavior is very important in the organization because it is the contribution of individuals over the demands of roles in the workplace which has implications for the performance of the employee itself. To build organizational citizenship behavior is influenced by the cultural values in the organization and the high commitment of the employees themselves. Thus the conceptual framework built in this study, as follows:

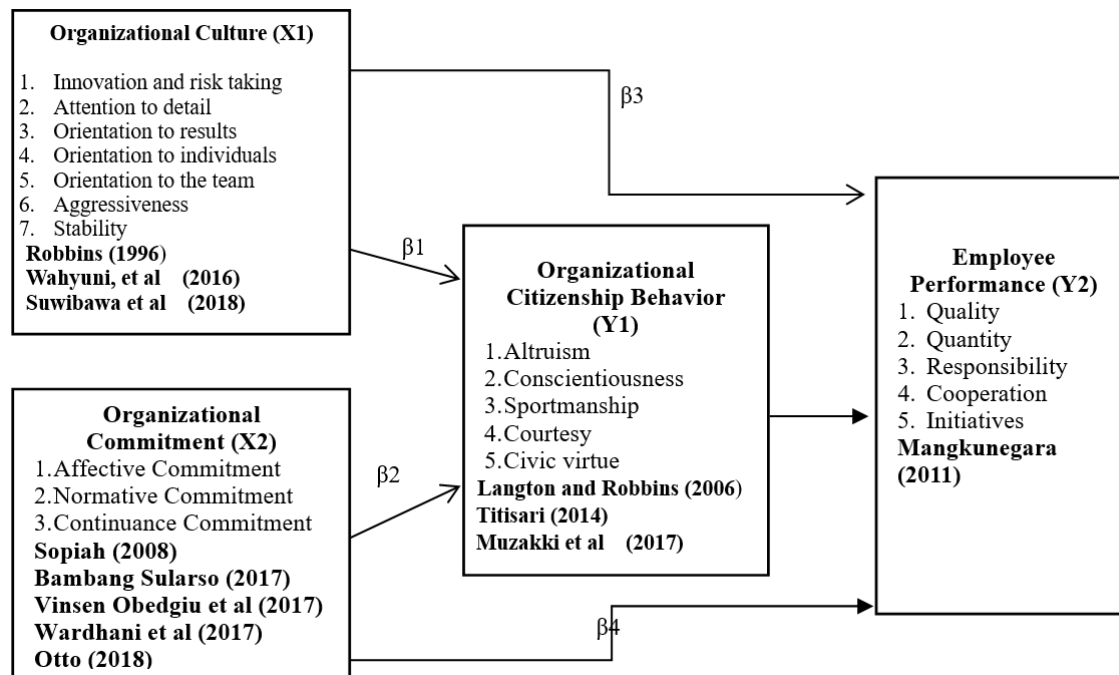


Figure 1. Conceptual Framework

3. Research Methods

3.1 Research Design

The design of this study was compiled to examine the possibility of a causal relationship between variables. In this design, generally the cause and effect relationship can be predicted by the researcher, so that it can state the classification of the causal variable, the intermediate variable, and the dependent variable. The design of this study intends to explain the causal relationship between variables through hypothesis testing. (Sanusi, 2016).

The scope of this study relates to employee performance which is influenced by organizational culture variables, organizational commitment, and organizational citizenship behavior at the Civil Service Police Unit of West Manggarai Regency, East Nusa Tenggara Province, because so far scientific information has not been found about the study of organizational behavior from each employee after experiencing organizational changes.

3.2 Sample and Data Collection

This study used a survey method with questionnaires as a data collection tool, while the sample taken was all employees at the Civil Service Police Unit of West Manggarai Regency totaling 84 peoples using census techniques.

3.3 Data Analysis

The collected data was analyzed using path analysis. According to Ghazali (2007), path analysis is a form of extension of multiple regression analysis used in estimating causality relationships between variables previously determined based on theory. In describing path diagrams, the thing to note is that one-headed arrows describe the regression relationship. Direct effects, if one variable affects another variable without the third variable mediating the relationship between the two variables. While the indirect effects, if there is a third variable that mediates the relationship between the two variables. Path coefficients are calculated by making 2 (two) regression equations

that are hypothesized, namely:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2$$

$$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1$$

Information :

Y₂: Employee Performance

Y₁ : Organizational Citizenship Behavior

X₁ : Organizational Culture

X₂ : Organizational Commitment

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$: Regression Coefficient

4. Result and Discussion

4.1 Validity Test

The results of the validity test on 82 respondents (N = 82) consisting of : 13 items statement of employee performance variables showed that the p-value $\leq \alpha = 0.05$, 14 items of statements of organizational citizenship behavior variables showed that the p-value $\leq \alpha = 0.05$, 20 items of the organizational culture variable statement indicate that the p-value $\leq \alpha = 0.05$, and 10 items in the statement of organizational commitment variables showed that the p-value $\leq \alpha = 0.05$. Thus, it can be concluded that all the statements used to measure the value of variables in the study are valid, which means that they can measure the intent contained in each variable.

4.2 Reliability Test

Reliability testing concerns the accuracy of measuring instruments, namely whether a measuring instrument is accurate, stable and consistent in measuring what you want to measure. An instrument is said to be reliable if the Cronbach Alpha value is greater than 0.6. The results of the reliability test show that the Cronbach Alpha value of all variables measured in this study is greater than 0.6. This shows that the statement items used are reliable, meaning very accurate and consistent to measure the value of each variable.

4.3 Measurement Model

The structural equation model is said to be good if the value of R Square (R²) is greater than 0.4, and the results are obtained $R^2 = 1 - (\sqrt{1-0,583} \times \sqrt{1-0,474}) = 0,532$. This shows the accuracy of this research model is good, which means that 53% of the employees performance in the Civil Service Police Unit of West Manggarai Regency can be explained by organizational culture, organizational commitment, and organizational citizenship behavior.

4.4 Calculating Direct Effect and Indirect Effect

Table 1. The Result of Direct Effect and Indirect Effect

Relationship between Variables	Direct Effects	Indirect Effects	P-value	Conclusion
	Standardized Coefficients	Standardized Coefficients		
Organizational Culture $\xrightarrow{\beta_1}$ Organizational Citizenship Behavior	0,631		0.000	Significant
Organizational Commitment $\xrightarrow{\beta_2}$ Organizational Citizenship Behavior	0,244		0.003	Significant
Organizational Culture $\xrightarrow{\beta_3}$ Employee Performance	0.108		0.371	Not Significant
Organizational Commitment $\xrightarrow{\beta_4}$ Employee Performance	0,015		0.878	Not Significant
Organizational Citizenship Behavior $\xrightarrow{\beta_5}$ Employee Performance	0,598		0,000	Significant
Organizational Culture $\xrightarrow{\beta_1}$ Organizational Citizenship Behavior $\xrightarrow{\beta_5}$ Employee Performance	0,631	$0,631 \times 0,598 = \mathbf{0,377}$		Full Mediation
Organizational Commitment $\xrightarrow{\beta_2}$ Organizational Citizenship Behavior $\xrightarrow{\beta_5}$ Employee Performance	0,244	$0,244 \times 0,598 = \mathbf{0,146}$		Full Mediation

Source : Primary Data

Based on Table 1 above, the results of the *t-test* provide detailed information that organizational culture has a significant effect on the organizational citizenship behavior, this is indicated by p-value $0,000 \leq \alpha = 0.05$. Organizational commitment has a significant effect on the organizational citizenship behavior, this is indicated by

p-value $0.003 \leq \alpha = 0.05$. Thus the *hypothesis 1* is statistically accepted or tested.

Organizational citizenship behavior has a significant effect on employee performance, this is indicated by p-value $0,000 \leq \alpha = 0,05$. Organizational culture has no significant effect on employee performance, this is indicated by p-value $0,371 > \alpha = 0,05$. Organizational commitment has no significant effect on employee performance, this is indicated by p-value $0,878 > \alpha = 0,05$. From the results of the *t- test* it can be concluded that statistically the *hypothesis 2* is partly accepted and partly rejected.

Organizational culture and organizational commitment have a significant effect on employee performance through organizational citizenship behavior, this is obtained from *t-test* results indicating that the coefficient value of direct effects of organizational culture on employee performance is ($\beta_3 = 0.108$), while the coefficient of indirect effects or through organizational citizenship behavior is ($\beta_1 * \beta_5 = 0.377$). Because the coefficient of indirect effects is greater than the direct effect, it means that the organizational citizenship behavior mediates the influence of organizational culture on employee performance. Furthermore, the coefficient value direct effects of organizational commitment to employee performance is ($\beta_4 = 0.015$), while the coefficient value of indirect effects or through organizational citizenship behavior is ($\beta_2 * \beta_5 = 0.146$). Because the coefficient of indirect effects is greater than the direct effect, it means that organizational citizenship behavior mediates the influence of organizational commitment on employee performance. Thus the *hypothesis 3* is statistically accepted or tested.

From Table 1, the equations model, as follows:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 \text{ and } Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1$$

$$Y_1 = 0,631 X_1 + 0,244 X_2 \text{ and } Y_2 = 0,108 X_1 + 0,015 X_2 + 0,598 Y_1$$

Information :

Y_2 : Employee Performance

Y_1 : Organizational Citizenship Behavior

X_1 : Organizational Culture

X_2 : Organizational Commitment

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$: Regression Coefficient

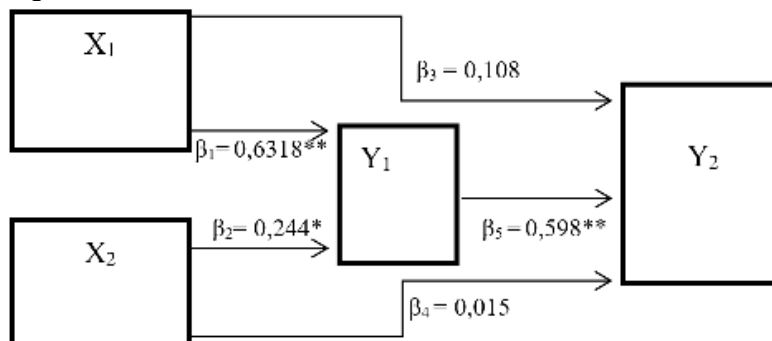


Figure 2. The Result of Path Analysis

4.5 Discussion

Organizational culture has a significant effect on the behavior of organizational citizenship, this shows that a strong culture will increase the citizenship behavior of the organization. Cultural values are strong in the form of teamwork, building compactness, and helping fellow coworkers who often experience difficulties in implementing assignment, will form good citizenship behavior. This finding is consistent with the results of a study conducted by Suwibawa et al (2018) which states that strong organizational cultural values can improve organizational citizenship behavior, as well as the views expressed by Titisari (2014) , that cultural values in organizations can encourage the emergence of organizational citizenship behavior, because a strong culture will encourage the creation of good relationships between employees in the organization that can prevent the emergence of problems in the organization. Organizational commitment has a significant effect on organizational citizenship behavior, this shows that high employee commitment will be followed by increased organizational citizenship behavior. Employees who are highly committed will show high loyalty and adherence to every order given by the leadership in the agency. This finding is consistent with the results of research conducted by Vinsent Obedgiu et al (2017), states that employees who are highly committed have the desire to show good organizational citizenship behavior and can improve the image of the organization. In addition, it is consistent with research by Otto (2018), Rony Jaya (2018), which states that organizational commitment influences positive in increasing the citizenship behavior of employees in the agency.

Organizational citizenship behavior shows a significant effect on employee performance. This implies that organizational citizenship behavior is an important factor in improving employee performance. A good organizational citizenship behavior is shown by respecting leaders and fellow coworkers, establishing good

relationships with all colleagues, and always open themselves when facing problems in the work. Employees who have a good organizational citizenship behavior can create a sense of security in conducting activities so that they are able to encourage their performance to be better. The results of this study are consistent with findings from Muzakki, et al (2017), which states that organizational citizenship behavior that is good in the form of altruistic attitude or helping coworkers in completing work can improve employee performance to support the achievement of organizational goals.

Organizational culture has a significant effect on employee performance through organizational citizenship behavior, this shows that a strong organizational culture and high employee commitment to organizational goals will increase organizational citizenship behavior, then with improved organizational citizenship behavior will be followed by increased employee performance. Employees who have a good citizenship behavior are shown by respecting their leaders and fellow coworkers, establishing good relationships with colleagues, and always opening themselves up when facing problems in the work, can support employee performance for the better. The results of this study are consistent with the findings of Suwibawa et al (2018), which states that organizational citizenship behavior mediates the influence of organizational culture on employee performance, as well as research from Wardhani et al (2017), which states that organizational citizenship behavior can moderate the influence of organizational commitment on employee performance, its meaning that a good organizational citizenship behavior will encourage employee commitment followed by increasing employee performance. In addition, the results of this study also support Titisari's (2014) view of "The Role of Organizational Citizenship Behavior in Improving Employee Performance, suggesting that organizational citizenship behavior helps change the formal organizational atmosphere to become a little relaxed and full of cooperation. With an atmosphere like this can support the increase in employee productivity so that will be achieved effectiveness and efficiency". Furthermore Titisari (2014) states that organizational culture and organizational commitment are factors that shape organizational citizenship behavior in the workplace which has implications for increasing employee performance.

5. Conclusions and Recommendations

5.1 Conclusions

The conclusions obtained from the results of this study, as follows:

Organizational cultural values and high commitment in the organization will increase the organizational citizenship behavior. Organizational citizenship behavior is formed from strong cultural values in the form of teamwork, building solidarity, and helping fellow coworkers who often experience difficulties in carrying out their duties. Besides a good citizenship behavior is formed from the commitment of employees and confidence in the goals of the organization, as well as obedience and loyalty to the orders given by the leadership.

Organizational citizenship behavior plays an important role in improving employee performance. A good organizational citizenship behavior is shown by respecting leaders and fellow coworkers, establishing good relations with all employees, and always opening up when faced with problems in work can prevent problems related to employment in the agency; thus each employee feels comfortable doing activities and is able to improve his performance.

Improving organizational culture and organizational commitment will be followed by increasing employee performance through organizational citizenship behavior. This means that strong cultural values and high commitment from each employee to organizational goals must be supported through good citizenship behavior that is shown by respecting leaders and fellow coworkers, establishing good relations with all employees, and always opening up when having a problems in the work. This attitude must be possessed by every employee in relation to work within the agency, because good performance will be achieved if each employee has a good citizenship behavior.

5.2 Recommendations

From the results of this study there are several recommendations that need to be considered as follows:

Orientation on the team is the most important of the organizational cultural value in the Civil Service Police Unit of West Manggarai Regency. This cultural value is very important and needs to be maintained, because it can provide the best results for the organization. The culture of cooperation in teams, always demonstrating cohesiveness, and always helping fellow employees if there are difficulties in carrying out tasks quite productive and in accordance with the characteristics of work in the Civil Service Police Unit which further highlights collectivity in carrying out tasks such as handling violations of regulations, enforcement operations, controlling public peace.

It is necessary to build awareness so that every employee at the Civil Service Police Unit of West Manggarai Regency takes the initiative to carry out their duties and be able to take the solution if having a trouble in the their duties. This is important because successful organizations require employees to have high initiatives and are ready to take risks in carrying out their duties in accordance with their authority.

To the practitioners of academic, it is recommended to further examine about the mediating effect of

organizational citizenship behavior in improving employee performance in institutions that are influenced by leadership style, job satisfaction and motivation.

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