

# *The Effect Of Organizational Culture And Organizational Commitment On Organizational Citizenship Behavior Of Employees In Pegadaian Regional Office 1 Medan*

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**Abstract** – This research aims to determine the effect of organizational culture and organizational commitment on organizational citizenship behavior of employees in Pegadaian (Persero) Regional Office 1 Medan. This research uses quantitative methods. The subject of this research consisted of 120 employees. The data of this research were collected using organizational citizenship behavior scale, organizational culture scale and organizational commitment scale. Based on multiple regression analysis, it was found : 1) simultaneously, there is an effect of organizational culture and organizational commitment on organizational citizenship behavior ( $R^2 = .439$ ;  $p < .000$  and correlation value  $R = .662$ ). 2) there is an effect of organizational culture on organizational citizenship behavior ( $r\text{-partial} = .419$ ,  $p = .000$ ). 3) there is an effect of organizational commitment on organizational citizenship behavior ( $r\text{-partial} = .356$ ,  $p = .0019$ ). In general, employees have organizational citizenship behavior, organizational culture and organizational commitment in high category. The implications of this research are to serve as information for companies that organizational culture and organizational commitment has an important role to improve organizational citizenship behavior.

**Keywords** – organizational citizenship behavior, organizational culture, organizational commitment

## I. INTRODUCTION

Human resources are one of the most important factors that cannot even be separated from an organization. Optimal human resource management can be a good start for achieving organizational goals. Human resources are considered to have an important role in achieving company goals, because the key to success in dealing with an increasingly competitive business in order to survive and develop lies in human resources [4]. Having employees who are willing to give their all for the benefit of the company is the hope of every company. The progress of the organization is determined by the quality and capabilities of the human resources in it, the more qualified the human resources are, the better the performance produced by the human resources [19]. Organizations that are declared successful require subsidies for employees who will do work beyond the assigned tasks and employees will be good employees (good citizens) when employees are involved in behaviors that help others, avoid conflict, respect existing rules and can tolerate work-related distractions [16].

Organizational citizenship behavior is the voluntary behavior of employees in work that is not directly related to rewards but can contribute to organizational effectiveness. So, organizational citizenship behavior is employee behavior that is carried out not because of the demands of the task but based on volunteerism [10]. Extra-role behavior as flexible employee behavior, not directly known or appreciated by the formal reward system in the organization, but as a whole contributes to organizational effectiveness such as helping colleagues who experience work-related problems or actively participating in organizational activities [12]. This research using five dimensions of organizational citizenship behavior by Organ [10] namely altruism, courtesy, civic virtue, sportsmanship and conscientiousness.

Employees' willingness to behave that leads to organizational citizenship behavior cannot be separated from organizational culture [11]. Organizational culture refers to a system of shared meaning held by members in an organization that distinguishes the organization from other organizations [15]. Organizational culture in general as a pattern of shared assumptions taught by the group as a problem solver of external adaptation and internal integration that is known to be quite effective and valid which is then taught to new members as the correct way to accept, think about and solve problems [18]. This research uses the eight principles of organizational culture from Miller [8], namely the principle of purpose, the principle of consensus, the principle of excellence, the principle of unity, the principle of achievement, the principle of empirical, the principle of familiarity and the principle of integrity.

Organizational citizenship behavior is a behavior or consequence of an attitude that underlies organizational commitment [6]. Organizational commitment is an attitude that reflects a strong desire to remain in the organization, strive to be in accordance with the wishes and accept the values and goals of the organization [7]. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound by the organization. Individuals who have high organizational commitment will likely see themselves as true members of the organization [3]. This research uses three aspects of organizational commitment from Mowday, Porter and Steers [9] namely identification, involvement and loyalty.

## **II. PURPOSE AND METHODS**

This study aims to determine the effect of organizational culture and organizational commitment on organizational citizenship behavior of employees in Pegadaian Regional Office 1 Medan. This research uses quantitative methods. The participants in this study were 120 employees who were selected based on total sampling technique in Pegadaian Regional Office 1 Medan. Organizational citizenship behavior is measured using organizational citizenship behavior scale by Organ [10], organizational culture is measured using scale by Miller [8] and organizational commitment is measured using scale by Mowday, Porter and Steers [9].

The scale of this research instrument uses a Likert scale with favorable and unfavorable items consisting of five answer choices, namely "Strongly Disagree", "Disagree", "Neutral", "Agree" and "Strongly Agree" with a score of 1 to 5. The scale was modified and using validity test and reliability test. The validity used is content validity with expert judgement and construct validity with factor analysis using SPSS. Aitem discrimination test was carried out using Pearson Product Moment correlation, aitem that achieve a correlation above 0.30 can be have high discriminatory power [1]. And then reliability test used is Cronbach alpha, Reliability is proven by the reliability coefficient whose numbers are in the range of 0 to 1. The reliability coefficient that is closer to 1 indicates higher reliability. Conversely, the coefficient that is closer to 0 means the lower the reliability it has [1].

## **III. RESULTS AND DISCUSSION**

### **Reliability and Validity Test**

The reliability test used is the Cronbach's Alpha technique and the validity of the factor construct analysis is by looking at the factor loading value. After testing, the results show that the organizational citizenship behavior variable has a Cronbach alpha value of 0.894 with a loading factor moving from 0.501 to 0.841. The organizational culture variable has a Cronbach alpha value of 0.940 with a loading factor moving from 0.543-0.992. Then, the organizational commitment variable has a Cronbach alpha value of 0.945 with a loading factor moving from 0.541-0.864.

Table 1 Reliability and Validity Test

	Cronbach's alpha	Pearson Product Moment correlation	Loading factor	Description
Organizational Citizenship Behavior	0.894	0.303-0.677	0.501-0.841	Reliable and Valid
Organizational Culture	0.940	0.390-0.747	0.543-0.992	Reliable and Valid
Organizational Commitment	0.945	0.441-0.803	0.541-0.864	Reliable and Valid

### **Hypothesis Test**

Table 2 Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2319.061	2	1159.531	45.713	.000 <sup>b</sup>
	Residual	2967.739	117	25.365		
	Total	5286.800	119			
a. Dependent Variable: Organizational Citizenship Behavior						
b. Predictors: (Constant), Organizational Culture, Organizational Commitment						

Based on the results of multiple regression analysis, the ANOVA test showed that the influence between organizational culture and organizational commitment on organizational citizenship behavior was significant. This can be seen from the significance value obtained of 0.000 ( $p < 0.05$ ) or the calculated F value = 45,713 which is greater than F table 3.07. Thus, organizational culture and organizational commitment positively and significantly influence organizational citizenship behavior.

Organizational culture and high organizational commitment will result in various positive attitudes and behaviors of employees, where these positive attitudes and behaviors appear as dimensions of organizational citizenship behavior. So that organizational citizenship behavior is important for an organization, high organizational citizenship behavior is not only related to employee task performance but also related to overall organizational performance. Employees who have high organizational citizenship behavior will volunteer to help colleagues in overcoming work-related problems [14].

Organizational culture directs employee behavior to improve work skills and extra role behavior such as helping coworkers, avoiding conflicts with coworkers, protecting organizational assets, tolerating less than ideal situations and not wasting time at work [20]. Employees who have organizational commitment will show a sense of belonging to their organization as well as a form of employee loyalty to their organization and an ongoing process as a form of expression of employee concern for their organization. So that the higher the employee's organizational commitment, the better it will bring out the voluntary behavior expected by the company (*organizational citizenship behavior*) [20].

Table 3 Determination R

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 <sup>a</sup>	.439	.429	5.036
a. Predictors: (Constant), Organizational Culture, Organizational Commitment				

Based on the results of the determination of R, the value of R between organizational culture and organizational commitment to organizational citizenship behavior is 0.662 and the coefficient of determination (R square) obtained is 0.439. meaning, that the influence of organizational culture and organizational commitment together on organizational citizenship behavior is 43.9%.

Table 4 Partial Correlation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	30.075	5.661		5.313	.000			
	Organizational Culture	.305	.055	.503	5.567	.000	.509	.419	.387
	Organizational Commitment	.181	.076	.216	2.388	.019	.436	.356	.325

Based on the results of the partial correlation test, it was found that the partial correlation value of organizational culture on organizational citizenship behavior was 0.419 with a significance of 0.000 ( $p < 0.05$ ). That is, organizational culture variables influence organizational citizenship behavior positively and significantly. A strong culture has great power to influence the behavior of organizational members because the level and intensity of togetherness can influence organizational members in controlling behavior [13]. Positive values that are built by a strong culture, to a certain degree will show voluntary behavior of employees for the benefit of the group as well as the interests of the organization so that it can be said that organizational culture has an influence on organizational citizenship behavior [5].

Then, the partial correlation value between organizational commitment to organizational citizenship behavior is 0.356 with a significance value of 0.019 ( $p < 0.05$ ). that is, the organizational commitment variable influences organizational citizenship behavior positively and significantly. Thus, that when employees are committed to the organization, they accept and believe in the goals and values of the organization, are willing to exert considerable effort on behalf of the organization and desire to maintain membership in the organization [2]. In addition, organizational commitment is also an indicator of pro-organizational behavior. The more committed employees are to an organization, the less likely they are to neglect their duties or leave the organization [21].

Table 5 Organizational Citizenship Behavior Categorization

Value Range	Categorization	Amount	Percentage (%)
$X < 47$	Low	0	0
$47 \leq X \leq 73$	Moderate	6	8
$73 < X$	High	114	92
Total		120	100

In the organizational citizenship behavior variable, it can be seen that employees of Pegadaian Regional Office 1 Medan have high organizational citizenship behavior of 92% or as many as 114 people. Followed by moderate by 8% or as many as 6 people.

Table 6 Organizational Culture Categorization

Value Range	Categorization	Amount	Percentage (%)
$X < 75$	Low	0	0
$75 \leq X \leq 117$	Moderate	10	9
$117 < X$	High	110	92
Total		120	100

In the organizational culture variable, it can be seen that employees of Pegadaian Regional Office 1 Medan have a high organizational culture of 92% or as many as 110 people. Followed by moderate with a percentage of 10% or as many as 9 people.

Table 7 Organizational Commitment Categorization

Range Value	Categorization	Amount	Percentage (%)
$X < 66$	Low	0	0
$42 \leq X \leq 66$	Moderate	15	13
$66 < X$	High	105	88
Total		120	100

In the organizational commitment variable, it can be seen that employees of Pegadaian Regional Office 1 Medan have a high organizational commitment of 88% or as many as 105 people. Followed by the moderate category with a percentage of 13% or as many as 15 people.

#### IV. CONCLUSION

Organizational culture and organizational commitment have a positive and significant impact on organizational citizenship behavior of employees of Pegadaian Regional Office 1 Medan. That is, the stronger the internalized organizational culture within employees and the higher the organizational commitment of employees, the more organizational citizenship behavior will be displayed. The magnitude of the contribution of organizational culture and organizational commitment together to organizational citizenship behavior of employees of Pegadaian Regional Office 1 Medan is 43.9%. while the remaining 56.1% is influenced by other variables not examined in this study. Employees of Pegadaian Regional Office 1 Medan in general have organizational citizenship behavior, organizational culture and organizational commitment which are in the high category.

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