

# ABS 123

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**Submission date:** 30-Sep-2020 01:26PM (UTC+0700)

**Submission ID:** 1401095852

**File name:** full\_paper\_abs-123\_1762169795.docx (449.17K)

**Word count:** 4482

**Character count:** 25545

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Analysis The Effect of Organizational Culture And Job Satisfaction on OCB in the X company  
through the mediation of organizational commitment

(Rachmadania, Rizki, F ; Mahmud, Amir)

## ABSTRACT

**Purpose of research:** The research was conducted with the aim to analyze the affect organizational culture and job satisfaction on organizational cultural behavior (OCB) through mediation of another variable (organizational commitment)

**Design/Metodology/Approach of research :** The research was counted as a quantitative research with path analysis as a analysis method. The representative sample that used in this study is the popilation of the employee who work in the hotel which belonged to the company of X. The validity and reability of sample was exposed by SPSS 4.1

**Finding :** Based on the result, it shows that organizational commitment can be a medication variable that can make organizational culture and job satisfaction affect OCB. Job satisfaction can affect OCB without interfere of organizational commitment. Oppositely organizational commitment can affect OCB directly.

**Originality/Value :** Organizational commitment as a mediation variable for a relationship between organizational culture, job satisfaction and OCB. The location of this researcg is never used in the same topic before.

**Keyword :** Organizational Citizen Behaviour, Organizational Commitment, Organization culture, Job satisfaction.

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## Introduction

In the year 2019, the Indonesia government has target to increase GDB over 4% from the tourism sector. This plan will also affect the growth of the hotel industry. According to Hariyadi B Sukamdani, the leader of the Indonesian Hotel and Restaurant Association (PHRI), to support the government plan, the hotel industry needs to build more new units.

The growth of the new amount of hotels in the big cities certainly supports the government's plan to improve the sector of tourism. But on the other hand, this is also increasing the competition in this industry. If a company cannot handle the intense competition over the time, they will be faded from this industry. This is also a concern which got faced by company of X. Company of X is a private company which focuses on managing several hotels for families in Jakarta.

In order of facing a tight competition, company of X must prepare the <sup>17</sup> quality of human resources.

The performance of human resources determines the success of the company. Nofliand in Felicia (2017) explained <sup>17</sup> that human resources are the most important asset in an organization. That's because human resources are the main driver for the organization to be able to achieve its vision, mission, and goals. <sup>20</sup> Therefore, it is important for companies to pay attention, maintain and develop the quality of human resources that they owned (Putra, 2018)

The hospitality industry, including industries engaged in services, must be driven by human resources who are not only good doing their job but also want to do more work outside their workload. Employees with this character are able to become "capital" or potential capital to develop company values and improve the condition of the company.

The situation where employees are willing to help and additional work beyond the workload in the contract that they agree called Organizational Citizen Behavior (OCB). OCB could be formed by prioritizing the five forming dimensions, which names as altruism, consciousness, civic virtue,

sportsmanship, and courtesy. The existence of organizational citizen behavior in organizations has positive impact to increase productivity and overall performance of employee (Wollan et al., 2009) One of the main external factors that potential to be the base to form organizational citizen behavior is organizational culture. Employees who have adapted themselves to the culture of the organization will find it easier to side with the organization so that it is easier to be motivated positively and to carry out extra roles outside of their responsibilities (Masyarah and Raharjo, 2015). In addition to organizational culture, organizational commitment also has an important role in shaping organizational citizen behavior. Employee who are emotionally committed to the company <sup>16</sup> become so owing to the opportunities that are provided to them, which leads them to show <sup>16</sup> the OCB, and promoting the organization's overall performance. (Alsheikh & Sobihah, 2019)

Another factor which affects the formation of organizational citizen behavior is job satisfaction. Job satisfaction is defined as a response of an individual employee's towards his overall work in terms of various multidimensional aspects including affective, emotional, and behavioral aspects (Chusmina, 2015). Job satisfaction at work has a positive influence to create organizational behavior.(Jena, Rabindra and Goswami, 2017) (Mohammad et al., 2011)

<sup>13</sup> This research was conducted by trying to analyze the state of each variable first and then analyze the relationship between variables. Each variable is analyzed by taking a set of empirical facts to be processed using statistical methods. The results of research drawn conclusions objectively based in the form of data and figures. So this research focuses to highlights the <sup>42</sup> relationship between job satisfaction and organizational culture variables to organizational citizen behavior through mediation of organizational commitment. More detailed research is also an explanatory nature or research conducted by explaining the condition of the research variables first. Specifically, this

quantitative and explanatory research was carried out by a survey method with a correlational approach. This method was chosen so that researchers easily find the distribution, incidence and interrelation as well as examining the relationship of variables in the study.

## **Literature Review**

### ***Organizational Citizen Behaviour***

The term OCB is introduced by Organ for the first time in 1988. OCB reflects personal choice of employees. It's up to them if they want to do job list outside their job definition (Arar & Abu Nasra, 2019). OCB can also refer to an employee decision to contribute more to the organization beyond the job description and the job contract that they have been agree. (Alsheikh & Sobihah, 2019)

Employee who involve themselves to participate in OCB largely increase effectivity perofomance in the company's management.(Olivier Boirai & Pascal Paillé, 2006). Companies who moves <sup>16</sup> in the service sectore such as hotels, where customer satisfaction consistently requires must have employee who knows how to practice OCB (Wang <sup>30</sup> et al., 2020). OCB also contributes to the effectiveness and efficiency of the company resources use and overall performance.(Rita et al., 2018). Organ (2006) explains that OCB consist of <sup>41</sup> five dimensions including *altruism, courtesy, sportsmanship, civic virtue and contiuousness*.

### ***Organization Culture***

The world cultures come from a latin root, *colere*. Colere means to cultivate, to honour, and to inhibit. Organization culture basically show how compay do things around them.(Abdul-Halim et al., 2019). Schein (2010) explain organization culture is a packadge of assumption, ethical, behavior, beliefs, mission, vision, strategy, perspective, rules and values of the company.

Organization culture always exposed belief and values of the company (Isensee et al., 2020). Organization culture can be defined as specific values, norm and assumption which support the specific of thinking tools in the company (Elsbach & Stigliani, 2018). The term of organization culture in the bigger scheme can refer to the culture of any unit of people who work together in the same organization (Warrick, 2017)

### ***Job Satisfaction***

Job satisfaction is a term that Locke introduced in 1976, refers to a psychological stage of what an employee feel positive toward the job that they do in workplace. (Lambert et al., 2019). Job satisfaction could be reached if an employee feel what they need are fulfilled at work.(Chan, 2019). Job satisfaction is such a multidimensional construct that include job requirements, work relationship, job autonomy and the condition of organization. (Galletta et al., 2016). Some of previous research imply that job satisfaction is related to an individual employee toward their work specifically. If they have good perceived toward their job, they will likely show positive direction in their work attitude.(Djaelani et al., 2020). So it could also be concluded that Job satisfaction is personal, subjective and abstract emotional of an employee toward current job involved. (Kim & Kim, 2020)

### ***Organizational Commitment***

Organizational commitments refers to attitude of employee toward organization that show quantity element of organization effectiveness.(Kim & Kim, 2020). Organization commitment can be defined as an involvement to believe in value and goals also **sense of need to stay in the particular organization** (Karami et al., 2017). Organizational commitment usually become proxy measure

of the turnover intention of the employees in a company because it shows bond between the company and the people who work in there.(Razzaq et al., 2019). Organizational commitment also can be seen <sup>29</sup> as a stabilizing and obliging force that give a person <sup>34</sup> direction to behave and bind them to the company.(Schusterschitz, Claudia, Geser, Will, Stummer, Harald and Nohamer, 2011)

Organizational commitment consist of three components which are <sup>34</sup> affective, continuance, and normative commitment (Meyer and Allen, 1991 ; Yao et al., 2019)

Based on study literature above, we can make some hypothesis between variable like this :

H1 : <sup>21</sup> job satisfaction affects organizational commitment.

H2 : organizational culture affects organizational commitments.

H3 : job satisfaction affect OCB directly.

H4: organization culture affect OCB directly

H5 : organizational commitment affect ocb

H6 : job satisfaction affect OCB through mediation of organizational commitment

H7 : organizational culture affect OCB through mediation of organizational commitment

## **Material and Methode**

### **Population, Sample and Sampling technique**

<sup>21</sup> The population in this study is all employees who work at company of X who are directly engaged in the field of service in the hotel managed by company of X as many as 214 employees. In determining samples in this study, non probability sampling techniques were used. This technique means samples are taken from the entire population by looking at the strata of positions that apply to the organization of the company. This technique is taken so that every individual

employee in the population does not have the same opportunity to be selected as a sample. Sample selection is carried out by purposive convenience sampling method which based on the wishes of the author with certain considerations to fit the purpose of the study. The sample in this study was determined to be 108 or more than half the population because it is considered ideal to describe the state of the overall research population. The sample in this study was determined to be 108 or more than half the population because it is considered ideal to describe the state of the overall research population.

### **Data processing method.**

Research data will be managed with several methods, namely descriptive analysis, KMO and Barlette and Cronbatch Alpha tests and path analysis. Descriptive analysis is used to analyze and describe the demographic conditions of the respondents studied. The descriptive analysis was processed using the SPSS statistical program. KMO and Barlette test <sup>6</sup> were conducted to test the variability and reliability of the questionnaire used. The questionnaire is considered valid and reliable if the KMO value is above 0.5 and the crontbatch alpha value is above 0.6. Both of these tests were carried out using SSS 18.0. Meanwhile, path analysis is used to make the final decision <sup>12</sup> on the relationship between the variables in the study. Path testing is carried out using the lisrel software

### **Finding and Discussion**

#### *Descriptive analysis*

**Table 1 The result of descriptive analysis**

Variable	max	min	range	average	Median	Modus	Std. of deviation
Job satisfaction	63	13	50	43.94	44.50	43	11.57
Organization Culture	83	19	64	57.55	59.00	59	13.32
Organization Commitment	51	10	41	34.73	37.00	40	7.66
Organizational Citizen Behaviour	20	4	16	14.31	15.00	16	3,81



Based from the range of mean and standard deviation values on the table, it can be concluded that the research distribution data is quite diverse. From the range of the mean value of two independent variables and one organizational citizen behavior variable that is above 30.00 indicates that the respondents on average choose answers on a scale of three. This indicates that so far the respondents have felt enough job satisfaction, can adapt to organizational culture and maintain organizational commitment.

### *Pre-test result*

To make sure the questionnaire which used is valid, we did pre-test first. The pre-test requirement atleast needs 30 respondent. However in this study, we used 40 respondents in order to get stronger and more detailed and more valid result. 40 respondents who had taked pre-test would no longer be involved in the further testing, so we can get more diverse result.

This pretest used KMO and Barlette test as well as Cronbatch Alpha. Following the result of validity test, some unstable and invalid questionnaire will be dropped for the next testing phase. The pretest result is summarized in table 1.1 below :

**Table 2 : The Result of pretest**

Variable	Loading Factor Range	KMO	Signification of Barlette Test	Cronbach's Alpha
Job satisfaction	0,281-0,807	0,612	0,00	0,640
Organization Culture	0,198-0,787	0,605	0,00	0,848
Or	0,317-0,809	0,58	0,00	0,819
Perilaku Organizational Citizen Behaviour	0,378-0,832	0,63	0,06	0,78

Based on the results of pre- test above, it is known that all of the above variable questionnaires are valid. This can be seen from the KMO and Barletten values which are above 0.5. Based on the test

results, it's also summarized in the table above it is also known if each variable has a different loading factor value.

Based on the loading value, it is known that there are some invalid questionnaire items to not be included in the next test. In the job satisfaction variable, the questionnaire got dropped are item number 5 (Leaving policy applied by the company is fair enough), item number 7 (I feel satisfied with the payroll policy which got applied by the company), item number 13 (I feel happy with my responsibility in work), item 15 (the company assigns work according to my ability) and item number 17 (a sense of satisfaction and achievement is created if I do the job right).

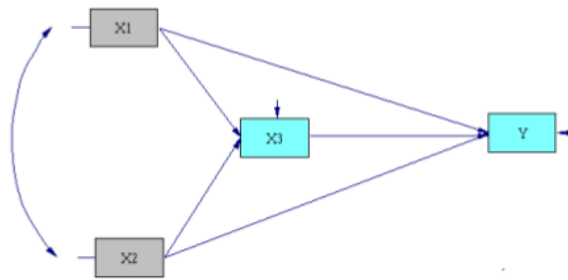
Meanwhile, from the results of loading factors on organizational culture variables, the questionnaire that must be dropped before carrying out the next test are item number 5 (I am always complete the work carefully, precisely and accurately.), item number 7 (The company requires workers to put more attention to the details of the work.), item number 13 (The management of my company to actively take every opportunity and opportunity available), item number 15 (As a team. we trust each other).

In the organizational commitment variable, there are several questions with a loading factor score below 0.5, so there must be a number of questions dropped for the next test, which are the organizational commitment questionnaire are item number 4 (There is no emotional attachment between me and the company where I work. ), item number 5 (This company has a significant meaning in my life), item number 7 (It's hard for me to quit this company), item number 9 (At present, staying in the company is a top priority.), item number 15 (I feel guilty if I leaving the company at this time.) and item number 18 (I own a lot to my company). While organizational citizen behavior has two loading factors whose value is below 0.5, therefore questionnaire item 6 (I try to not create problem).

### *Path analysis*

The influence of Job satisfaction and organizational culture in forming of OCB by using organizational commitment as mediation variabel consist of 2 sub structures. Sub structure 1 are show how organizational commitment is influenced by Job Satisfafaction and Organizational culture. Sub structure 2 show how organizational citizen behavior is influenced by job satisfaction, organizational culture and organizational commitment

**Figure 1. Path Concept**



The structural relationship between the tree variables can be formulated into the structural equation below :

$$X_3 = \rho_{x_3x_1}X_1 + \rho_{x_3x_2}X_2 + \varepsilon_1$$

$$Y = \rho_{yx_1}X_1 + \rho_{yx_2}X_2 + \rho_{yx_3}X_3 + \varepsilon_2$$

In which :

$X_1$  = Job satisfaction

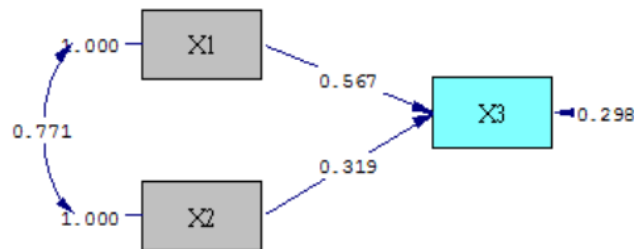
$X_2$  = Organizational Culture

$X_3$  = Organizational Commitment

$Y$  = Organizational Citizen Behavior

### *Sub structure one*

The estimation result of structure one can be seen in the picture and table below :

**Figure 2. Estimation result of Sub Structure 1****Table 3. Estimation result of Sub Structure 1**

Hyphotesis	The relationship	Path coefficient	P value (0.05)	Conclusion
1	X1 → X3	0.567	0.000	Significant
2	X2 → X3	0.319	0.000	Significant

Based on the estimation results in sub-structure 1 which show in the figure and table above, we can conclude two things :

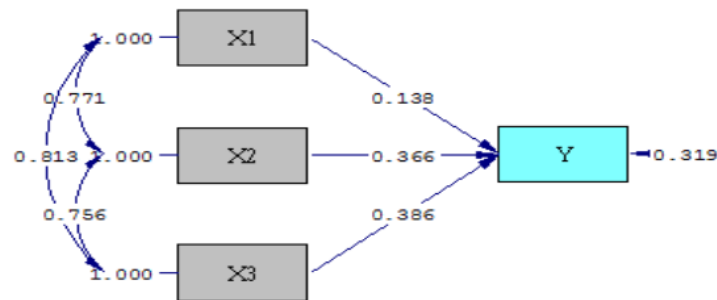
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1. Job Satisfaction has a significant effect on the Organization's Commitment with a line coefficient of 0.567. The positive path coefficient show that if Job Satisfaction of an employee increase, the organizational commitment will be increased as well. It could be concluded that H1 is accepted, which means the the job satisfaction that employee feel can positively and directly affects the Commitment of the Organization.
2. Organization Culture has a significant effect on Organization commitment. It shows through 0,319 in line coefficient. The positive path coefficient show that if Job Satisfaction of an employee increase, the organizational commitment will follow to increase as well.

### *Sub structure two*

Sub structure 2 explains the influence of Job Satisfaction, Organizational Culture, and Organizational Commitment to the Establishment of Organizational Citizen Behavior. The estimation of structure two could be seen below :

**Figure 3. Estimation result of Sub Structure 2**



**Table 4. The estimation result of sub structure 2**

Hypotesis	The relationship	Path Coefficient	P value	Conclusion
3	X1 → Y	0.138	0.187	Not significant
4	X2 → Y	0.366	0.000	Significant
5	X3 → Y	0.386	0.000	Significant

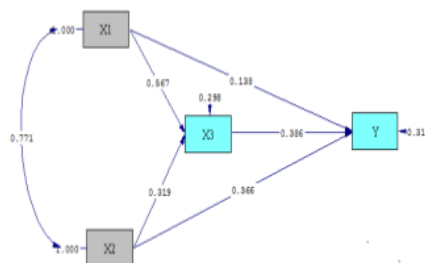
Based on the estimation results in sub-structure 2 which show in the figure 2 and table 2 we can conclude three things :

1. Job satisfaction has no significant effect to form OCB. It shows through path coefficient in 0,138. So it could be concluded that H3 is rejected which means that job satisfaction doesn't affect OCB directly.
2. Organization culture has a significant effect to form OCB . It shows through path coefficient in 0.366. So it could be concluded that H4 is accepted. It means organization culture positively and directly affect the form OCB among employee
3. Organizational Commitment has a significant effect to form OCB with a path coefficient in 0,386. The patch coefficient which positive show that if an employee has a strong commitment to their organization, they likely will form OCB. It could be concluded H5 is accepted. Organization commitment can positively and directly affect the form of OCB among employee.

#### *Decomposition of Sub Structure 1 dan Sub Structure 2*

The next step is we will do decomposition of the sub structure 1 and 2. <sup>13</sup> The purpose of this decomposition is to see the influence of job satisfaction and organizational culture toward OCB through mediation of Organizational Culture. The result can be seen in the picture and table below :

**Figure 4. Estimation result of the Decomposition Sub Structure 1 and 2**



**Table 5. Estimation Result of Decomposition Sub Structure 1 and Sub Structure 2**

Hyphotesis	The effect	Path coefficient	P value	Conclusion
6	X1 → X3 → Y	0.071	0.021	Significant
7	X2 → X3 → Y	0.034	0.013	Significant

Based on the estimated decomposition of sub structure 1 and sub structure 2 displayed in figure and table above, we can conclude a few things :

1. Job Satisfaction has a significant effect to form OCB through organizational commitment with a coefficient of 0.071. The coefficient of positive marked pathways indicates that when there is an increase in Job Satisfaction through Organizational Commitment will be followed by an increase in OCB. Based on this, it can be concluded that H6 is rejected

2. Organizational <sup>38</sup> Culture has a significant influence on the Establishment of Organizational Citizen Behavior through organizational commitment with a coefficient of 0.034. The coefficient of positive marked pathways indicates that when there is an improvement in organizational culture through organizational commitments it will be followed by an increase in OCB. Based on this, it can be concluded that H7 is accepted.

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### Conclusion

Based on the research results, it is known that job satisfaction directly affects the organizational commitment of employees in the company of X. So it could be concluded that employees who feel comfortable and satisfied to work in the company of X, will serve and be fully committed to the

company for a long time. Organizational Culture directly influences the organizational commitment of the employees in the company of X. It could be concluded that the implementation of organizational culture clearly in the long term helps employees feel fully involved with the values of the organization, so it's directly increasing employee commitment to the organization (company of X). Organizational commitment directly affects the forming of organizational behavior of company X employees. It could be concluded that employees who are loyal and highly committed to the company X have a tendency to be willing to do work outside their responsibilities. Job satisfaction does not directly affect the forming of organizational citizen behavior in Company of X employees. This indicates that if employees feel comfortable and satisfied working at Company of X does not necessarily they will foster an initiative to carry out work outside the workload.

Organizational culture <sup>37</sup> has a direct effect on organizational citizenship behavior on company X employees. Continuous application of organizational culture can stimulate the forming of organizational citizen <sup>13</sup> behavior. Organizational commitment can mediate the effect of job <sup>22</sup> satisfaction on organizational citizen behavior behavior of employees of company X. So it can be concluded that although job satisfaction does not directly affect the forming of OCB, job satisfaction increases organizational commitment. Increasing the organizational commitment of employees will stimulate the forming of organizational citizen behavior, so that organizational commitment indirectly becomes an intermediary variabel <sup>17</sup> between the independent variables and the <sup>31</sup> dependent variable. Organizational commitment can mediate the influence of organizational culture on organizational citizenship behavior on company



## Acknowledgement

This research is included in a cross-sectional or only occurs at one time. To illustrate the case as a whole, it is recommended to do further research that carries out longitudinally or research with the same variables that could be applied in other companies which is engaged in one industry or different industries. It also suggest for other researchers to research any factor that can push employee to implement OCB in the company of X or other companies which move in the same industry.

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