

## THE INFLUENCE OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT

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### Abstract

*A teacher in a school is a benchmark for the advancement of an educational institution. This is because the participation of educators is very influential in improving school efficiency and improving accreditation. When students have good achievements, school accreditation is also good, and cannot be separated from the performance of teachers. This study was conducted on vocational high school teachers to determine the effect of OCB on organizational culture through organizational commitment. This study is a quantitative study with a total sampling technique of 135 respondents. The data collection technique uses the OCB research scale, organizational culture and organizational commitment. The analysis method used in this study is quantitative descriptive, the analysis test tool used is SmartPLS v.3.0 with the SEM (Structural Equation Modeling) analysis method. Based on the results of this study, it shows that organizational culture has a significant and positive effect on OCB, organizational culture has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on OCB, organizational culture has a positive effect on OCB through organizational commitment.*

**Keywords:** Teachers, Organizational Culture, Organizational Commitment, OCB

### Abstrak

*Seorang guru di sekolah menjadi tolak ukur bagi majunya sebuah lembaga pendidikan. Hal ini dikarenakan partisipasi tenaga pendidik sangat berpengaruh dalam meningkatkan efisiensi sekolah dan memperbaiki akreditasi. Ketika para siswa memiliki prestasi yang baik, maka akreditasi sekolah juga baik, dan tidak lepas dari kinerja guru. Penelitian ini dilakukan pada guru SMK untuk mengetahui pengaruh OCB terhadap budaya organisasi melalui komitmen organisasi. Penelitian ini merupakan penelitian kuantitatif dengan teknik pengambilan sampel total sampling yaitu dengan jumlah 135 responden. Teknik pengumpulan data menggunakan skala penelitian Organizational Citizenship Behavior, skala budaya organisasi dan skala komitmen organisasi. Metode analisis yang digunakan pada penelitian ini adalah deskriptif kuantitatif dengan alat uji analisis yang digunakan adalah Smart PLS v.3.0 serta metode analisis SEM (Structural Equation Modeling). Berdasarkan hasil penelitian ini menunjukkan bahwa budaya organisasi berpengaruh signifikan dan positif terhadap Organizational Citizenship Behavior, budaya organisasi berpengaruh positif dan signifikan terhadap komitmen organisasi, komitmen organisasi berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior, budaya organisasi berpengaruh positif terhadap Organizational Citizenship Behavior melalui komitmen organisasi.*

**Kata kunci :** Guru, Budaya Organisasi, Komitmen Organisasi, Organizational Citizenship Behavior



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## INTRODUCTION

A teacher at school is a benchmark for the progress of an educational institution. This is because the participation of educators is very influential in increasing school efficiency and improving accreditation. When students have good achievements, of course the school accreditation is also good, and all of this is certainly inseparable from the performance of the teachers who educate the students.<sup>1</sup> Academic success is highly dependent on the willingness of teachers to voluntarily exceed expectations in their teaching role.<sup>2</sup>

Teachers who voluntarily try hard to help students, peers, and schools in their learning tasks reflect OCB. Teachers in schools with high OCB can carry out their duties creatively, actively encourage extracurricular activities, are willing to help students outside of working hours if there are students who need it. OCB in schools is also shown by teachers who are active in learning, use time effectively, work collaboratively and focus on professional activities rather than individual activities. Teachers strive to ensure that all school stakeholders can benefit.<sup>3</sup>

OCB (Organizational Citizenship Behavior) is an individual's free behavior, not directly or explicitly regulated by a formal reward system, and broadly drives successful organizational operations.<sup>4</sup> Voluntary behavior of an employee who tries to do tasks or work outside their responsibilities or obligations for the advancement or benefit of the organization OCB is a personal initiative and is not related to the organization's official payment system. This means that the behavior is not covered by the employee's job requirements or job description, so it is not punished for not showing it.<sup>5</sup> Fahzira et al.,<sup>6</sup> found the fact that teachers who were absent from school still did not have a sense of helping each other, and it could be found that the interaction and motivation given to schools and teachers were still not optimal.

A person with OCB behavior will act without coercion without expecting a reward or gift. The role he plays is based on sincerity and loyalty for the progress of his organization.<sup>7</sup> Based on this understanding and phenomenon, it is clear that teachers at the school have not implemented or

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<sup>1</sup> B.A. Wicaksono and A. M. Masykur, "Hubungan Antara Komitmen Organisasi dengan Organizational Citizenship Behavior pada Karyawan PT X," *Jurnal Empati* 7, no. 3 (2020): 967–73.

<sup>2</sup> M. Dipaola and C. A. Wagner, *Improving Instruction through Supervision, Evaluation, and Professional Development* (Charlotte, NC: IAP, 2018).

<sup>3</sup> R. Okfrima and F. Tentama, "Keadilan Prosedural terhadap Organizational Citizenship Behavior Guru SMKS Kota Padang, Sumatera Barat," *Psyche 165 Journal*, 2023, 328–33.

<sup>4</sup> D. Hutagalung et al., "Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru," *Edupsycouns: Journal of Education, Psychology and Counseling* 2, no. 1 (2020): 311–26.

<sup>5</sup> Pandi Afandi, *Manajemen Sumber Daya Manusia: Teori, Konsep, dan Indikator* (Pekanbaru: Zanafa Publishing, 2021).

<sup>6</sup> A.A. Fahzira, U.M. Fadli, and L. R. Khalida, "Analisis Organizational Citizenship Behavior pada Guru di Madrasah Ibtidaiyah Nurul Falah," *Management Studies and Entrepreneurship Journal (MSEJ)* 4, no. 5 (2023): 5291–5301.

<sup>7</sup> N. Musyafidah, "The Influence of Organizational Culture on Organizational," 2018.

have OCB behavior. Examples of OCB behavior are helping coworkers, volunteering to do extra activities at work, avoiding conflict with coworkers, protecting organizational property, respecting applicable regulations in the organization, tolerating less than ideal/pleasant situations at work, giving constructive suggestions at work, and not wasting time at work.<sup>8</sup>

Organizational Citizenship Behavior (OCB) is able to contribute to achieving organizational effectiveness and performance in the form of increasing the productivity of coworkers, saving resources owned by management and the organization as a whole, helping to maintain group functions, being very effective in coordinating work group activities, increasing the organization's ability to attract and retain the best employees, increasing the stability of organizational work, increasing the organization's ability to adapt to environmental changes.<sup>9</sup>

One of the factors that influence OCB is organizational culture, organizational culture plays an important role in an organization in increasing OCB. The success of an organization is largely supported by its organizational culture.<sup>10</sup> Organizational culture refers to the beliefs and symbols that are shared by an organization and that foster a sense of family among its members and stand out from other institutions.<sup>11</sup>

School organizations have clear and systematic directions, goals and objectives in creating a school organizational culture. This is due to the existence of values that serve as a reference for all members of the organization. Each school has its own organizational culture, both conceptually, behaviorally and in form. School organizational culture refers to activities, rules and behaviors based on values, philosophies and organizational standards that aim to improve the quality of education. In other words, the school organizational culture will influence the work results obtained from the human resources in a particular school.

There is also research stating that organizational culture does not affect OCB behavior in employees. Pranitasari et al.'s<sup>12</sup> research found that organizational culture does not affect OCB, the subjects used in this study were millennials where the millennial generation has characteristics that are easily bored with monotonous situations, like practical and fast things, and prioritize experience over material.

One factor that can influence organizational culture is employee commitment to the organization. A weak organizational culture will have a negative impact on the company, because

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<sup>8</sup> Musyafidah.

<sup>9</sup> A. Meliala and A. P. Prakasa, "Siapkah Indonesia Menjadi Poros Maritim Dunia?," *Prosiding Kontribusi Forum Akademisi SAC I*, no. 1 (2023): 379–92.

<sup>10</sup> N. Nurkholis, M. Dularif, and N. W. Rustiarini, "Tax Evasion and Service Trust Paradigm: A Meta-Analysis," *Cogent Business and Management* 7, no. 1 (2020).

<sup>11</sup> T.M. Bisbey et al., "Teams of Psychologists Helping Teams: The Evolution of the Science of Team Training," *American Psychologist* 74, no. 3 (2019): 278.

<sup>12</sup> D. Pranitasari, I. Suriawinata, and A. Kusumaningtyas, "Peningkatan Organizational Citizenship Behavior pada Aparatur Sipil Negara Generasi Milenial," *Jurnal STEI Ekonomi* 32, no. 2 (2023): 123–44.

employee engagement will not be able to strengthen without an organizational culture that binds them.<sup>13</sup> Robbins explains that organizations that have a strong culture can have a meaningful influence on the behavior and attitudes of their members. The core values of the organization will be held in an incentive manner and widely adopted in a strong culture. A strong culture shows high agreement among members about what the organization should maintain. Quality, this will further reduce the tendency of employees to leave the organization. To achieve success, an organization needs to improve organizational performance factors by forming and developing an organizational culture that supports the creation of organizational commitment. Organizational commitment is the extent to which an employee identifies with their organization and its goals and their desire to maintain membership in the organization. An employee who is committed to a company generally feels a good relationship with their company, and they feel they understand the company's goals.<sup>14</sup>

The high and low organizational commitment of employees affects the Organizational Citizenship Behavior (OCB) of employees. Alamsari & Laksmiwati<sup>15</sup> in their research found that organizational commitment encourages teachers to show an attitude of willingness or Organizational Citizenship Behavior (OCB). This means that it has a positive influence on the agency or school where they work, because this can improve the performance of teachers. Based on this, it can be said that the emergence of OCB behavior in SMK "X" teachers is influenced by the organizational commitment of each teacher. Yudistira et al.,<sup>16</sup> stated that individuals who have a high work commitment tend to be more able to carry out OCB compared to individuals with low work commitment. This is because individuals who have a high work commitment tend to be more interested in making greater contributions to the organization, and are more proactive in providing support to coworkers and the organization.

Increasing organizational culture through organizational commitment will increase OCB in employees. Arumi et al. said that to form OCB behavior, it is necessary to form a good culture and adapt it to local culture, so that it will give rise to commitment in every employee in the organization, by completing all elements in organizational culture a good organization will be formed and can maximize organizational goals, if this happens, then commitment will arise in every employee. When this commitment arises, employees will automatically carry out OCB, so this study concludes that a good culture will give rise to and increase commitment in each employee. The

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<sup>13</sup> A.I. Hidayat and M. Afriyenti, "Pengaruh Kompetensi Sumber Daya Manusia dan Budaya Organisasi terhadap Pencegahan Kecurangan Pengelolaan Dana BLT pada Masa Pandemi COVID-19," *Jurnal Eksplorasi Akuntansi* 5, no. 3 (2023): 1053–64.

<sup>14</sup> S.P. Robbins and T.A. Judge, *Perilaku Organisasi* (Jakarta: Salemba Empat, 2018).

<sup>15</sup> L. Alamsari and H. Laksmiwati, "Hubungan Antara Komitmen Organisasi dengan Organizational Citizenship Behavior pada Guru di SMK X," *Jurnal Penelitian Psikologi* 8, no. 6 (2021): 1–12.

<sup>16</sup> C.G.P. Yudistira et al., "Pengaruh Kompetensi, Komitmen Organisasi dan Budaya Organisasi terhadap Organizational Citizenship Behavior," *Forum Manajemen* 21, no. 2 (July 2023): 27–42.

maximum increase is seen when commitment mediates organizational culture and OCB. Employees in the organization will have strong OCB if they have a good commitment, so they realize and do their best for their organization.

## RESEARCH METHODS

This study uses quantitative methods. The quantitative method approach used in this study is an explanatory quantitative approach. The sample in this study was 135 teacher respondents who taught at SMK X with the sampling technique in this study being total sampling, namely all SMK X teachers.

The data collection technique in this study uses a scale. The scale format used in this study is the Likert scale type. The scale consists of a number of items that are described in the form of favorable and unfavorable with five answer categories consisting of: SS (Very Appropriate), S (Appropriate), N (Neutral), TS (Not Appropriate), and STS (Very Not Appropriate).

The scale used to measure OCB adapts a scale compiled based on aspects proposed by Organ, Podsakoff, MacKenzie, This scale is derived from 5 aspects, namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue The scale used to measure Organizational Culture is by adapting a measuring instrument based on the theory proposed by O'Reilly, Chatman, Caldwell.<sup>17</sup> This scale is derived from 7 aspects, namely Innovation and Risk Taking, Attention to Detail, Result Orientation, Individual Orientation, Team Orientation, Aggressiveness, Stability. The scale used to measure organizational commitment is by adapting the measuring instrument of Allen and Meyer.<sup>18</sup> This scale is derived from 3 aspects, namely Affective Commitment, Continuance Commitment, Normative Commitment.

Technical data analysis carried out Statistical Analysis with SEM Analysis Based on the purpose of this study, the variables analyzed are exogenous constructs, namely OCB as variable X and organizational commitment as a mediating variable. Endogenous constructs, namely resilience as variable Y. In this study, what will be tested is how much influence organizational commitment, organizational culture and OCB have. By considering the characteristics of the variables to be tested, the statistical test carried out is by using the Structural Equation Model (SEM) approach or structural equation model.

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<sup>17</sup> C.A. O'Reilly, J. Chatman, and D. F. Caldwell, "People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit," *Academy of Management Journal* 34, no. 3 (1991): 487-516.

<sup>18</sup> N.J. Allen and J. P. Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," *Journal of Occupational Psychology* 63, no. 1 (1990): 1-18.

## RESULTS AND DISCUSSION

### 1. Outer Model Testing (Measurement Model Test): Validity and Reliability Testing

#### a. Convergent Validity

Convergent validity testing is carried out by looking at the outer loading value. In confirmatory factor analysis or Structural Equation Modeling (SEM), a loading factor value  $\geq 0.7$  is considered an ideal value to indicate that the indicators used in the study are valid in measuring the constructs that have been created.

**Table 1. Convergent Validity Test Results**

	Organizational culture_	OCB	Organizational Commitment_
BO1	0.845		
BO10	0.912		
BO11	0.876		
BO12	0.866		
BO13	0.864		
BO14	0.875		
BO15	0.861		
BO16	0.913		
BO17	0.272		
BO18	0.888		
BO19	0.151		
BO2	0.102		
BO20	0.929		
BO21	0.878		
BO22	0.911		
BO23	0.860		
BO24	0.900		
BO25	0.879		
BO26	0.880		
BO27	0.865		
BO28	0.877		
BO29	0.918		
BO3	0.861		
BO30	0.890		
BO31	0.877		

<b>BO32</b>	0.890	
<b>BO33</b>	0.936	
<b>BO34</b>	0.902	
<b>BO35</b>	0.917	
<b>BO36</b>	0.879	
<b>BO37</b>	0.833	
<b>BO38</b>	0.864	
<b>BO39</b>	0.833	
<b>BO4</b>	0.283	
<b>BO40</b>	0.929	
<b>BO41</b>	0.867	
<b>BO42</b>	0.865	
<b>BO43</b>	0.917	
<b>BO44</b>	0.017	
<b>BO5</b>	0.866	
<b>BO6</b>	0.833	
<b>BO7</b>	0.932	
<b>BO8</b>	0.852	
<b>BO9</b>	0.887	
<hr/>		
<b>KO1</b>		0.847
<b>KO10</b>		0.790
<b>KO11</b>		0.829
<b>KO12</b>		0.743
<b>KO13</b>		0.685
<b>KO14</b>		0.700
<b>KO15</b>		0.755
<b>KO16</b>		0.811
<b>KO17</b>		0.756
<b>KO18</b>		0.700
<b>KO19</b>		0.750
<b>KO2</b>		0.784
<b>KO20</b>		0.773
<b>KO21</b>		0.816
<b>KO3</b>		0.807
<b>KO4</b>		0.809

<b>KO5</b>	0.785
<b>KO6</b>	0.767
<b>KO7</b>	0.700
<b>KO8</b>	0.771
<b>KO9</b>	0.814
<b>OCB1</b>	0.898
<b>OCB10</b>	0.732
<b>OCB11</b>	0.955
<b>OCB12</b>	0.746
<b>OCB13</b>	0.944
<b>OCB14</b>	0.831
<b>OCB15</b>	0.757
<b>OCB16</b>	0.766
<b>OCB17</b>	0.850
<b>OCB18</b>	0.906
<b>OCB19</b>	0.872
<b>OCB2</b>	0.761
<b>OCB20</b>	0.867
<b>OCB21</b>	0.938
<b>OCB22</b>	0.923
<b>OCB3</b>	0.913
<b>OCB4</b>	0.946
<b>OCB5</b>	0.820
<b>OCB6</b>	0.946
<b>OCB7</b>	0.739
<b>OCB8</b>	0.952
<b>OCB9</b>	0.941

The value of all outer loadings  $> 0.7$ . This shows that the validity criteria are met based on outer loading value, so that all indicators are stated to have good validity in explaining their latent variables.

#### **b. Discriminant Validity**

The ability of constructs to differentiate one from another in a model. Discriminant validity can be measured in 2 ways, namely by cross loading and the Fornell-Larcker criterion, to determine discriminant validity, the cross loading value of each variable must be  $> 0.70$  and the



square root of each AVE construct must be greater than its correlation with other constructs (for the Fornell-Larcker criterion).

**Table 2.**  
**Validity Testing Based on Average Variance Extracted (AVE)**

	<i>Average Variance Extracted(AVE)</i>
<b>Organizational culture_</b>	0.781
<b>OCB</b>	0.752
<b>Organizational Commitment_</b>	0.632

All variables have met the AVE criteria set with a value of  $>0.5$ . This indicates that the Convergent Validity Test is acceptable.

**Table 3**  
**Validity Testing Based on Fornell-Larcker Criterion**

	<b>Organizational culture_</b>	<b>OCB</b>	<b>Organizational Commitment_</b>
<b>Organizational culture_</b>	(0.884)		
<b>OCB</b>	0.307	(0.867)	
<b>Organizational Commitment</b>	0.197	0.571	(0.795)

Each indicator has the largest FLC value on its own latent construct compared to the FLC value on other constructs. This explains that the indicators used in this study have good discriminant validity in forming their respective variables.

**Table 4**  
**Validity Testing Based on HTML**

	<b>Organizational culture_</b>	<b>OCB</b>	<b>Organizational Commitment_</b>
<b>Organizational culture_</b>			
<b>OCB</b>	0.297		
<b>Organizational Commitment</b>	0.190	0.566	

The results of the discriminant validity test using the HTMT approach show that all values are  $<0.9$ , which means that it can be concluded that the discriminant validity requirements based on the HTMT approach have been met.

### c. Composite Reliability

Used to test the extent of the reliability value of indicators on a variable. Where, a variable is considered to meet Composite Reliability if it has a Composite Reliability value  $>0.7$ .

**Table 5**

#### **Reliability Testing Based on Composite Reliability**

	<b>Composite Reliability</b>
<b>Organizational culture_</b>	0.993
<b>OCB</b>	0.985
<b>Organizational Commitment</b>	0.967

It can be seen that the CR value  $> 0.7$  then this shows that the value meets the reliability criteria value based on CR. variables are considered to meet Composite Reliability if they have a Composite Reliability value  $> 0.7$ .

### d. Cronbach's Alpha

Cronbach's This alpha describes how big the correlation factor of a variable is to other variables. Where, a measuring instrument is said to be reliable if it has a Cronbach's Alpha value  $>0.6$ .

**Table 6**

#### **Reliability Testing Based on Cronbach's Alpha (CA)**

	<b>Cronbach's Alpha</b>
<b>Organizational culture_</b>	0.993
<b>OCB</b>	0.984
<b>Organizational Commitment</b>	0.964

All CA values  $> 0.7$ , which means they have met the reliability requirements based on Cronbach's Alpha.

e. **Structural Model Testing Significance Test of Influence**

**Table 7**  
**Path Coefficient Test & Significance of Direct Effect**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Organizational Culture_ - &gt; OCB</b>	0.202	0.207	0.064	3.167	0.002
<b>Organizational Culture_ - &gt; Organizational Commitment</b>	0.197	0.207	0.081	2.438	0.015
<b>Organizational Commitment_ -&gt; OCB</b>	0.531	0.533	0.063	8.433	0.000

Based on The results in the table show the following results:

- 1) Organizational culture has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.202, and significant with a T-Statistic value = 3.167 > 1.96, and P-Values = 0.002 < 0.05. Based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational citizenship behavior, so the hypothesis is accepted.
- 2) Organizational culture has a positive and significant effect on organizational commitment with a coefficient value (original sample column) = 0.197, and significant with a T-Statistic value = 2.438 > 1.96, and P-Values = 0.015 < 0.05. Based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational commitment, so the hypothesis is accepted.
- 3) Organizational commitment has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.531, and significant with a T-Statistic value = 8.433 > 1.96, and P-Values = 0.000 < 0.05. Based on these results, it can be concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior, so the hypothesis is accepted.

**Table 8**  
**R-Square**

	<b>R Square</b>
<b>OCB</b>	0.366
<b>Organizational Commitment_</b>	0.039

Based on The table can be explained that:

- 1) The R-square value of OCB is 0.366. This value explains that the variables of organizational culture and organizational commitment are able to explain and influence OCB by 36.6%. The other percentages are influenced by other factors.
- 2) The R-Square value of organizational commitment is 0.039. This value explains that the organizational culture variable is able to explain and influence organizational commitment by 3.9%. The other percentages are influenced by other factors.

**Table 9**  
**Q-Square**

	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<b>OCB</b>	0.256
<b>Organizational Commitment</b>	0.022

Based on The table can be explained that:

- 1) The Q-Square (Q<sup>2</sup>) value of organizational commitment is 0.022 > 0, which means that OCB has predictive relevance to organizational commitment.
- 2) The Q-Square (Q<sup>2</sup>) value of OCB is 0.256 > 0, which means that organizational culture and organizational commitment have predictive relevance to OCB.

**Table 10**  
**Goodness Of Fit Model Testing**

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>SRMR</b>	0.099	0.099

Based on the results of the SRMR goodness of fit test, the SRMR value = 0.099 < 0.1, so it can be concluded that the model is declared FIT.

**Table 11**  
**Path Coefficient Test & Significance of Indirect Effect.**

	Original		Standard		
	Sample	Sample	Deviation	T Statistics	P
	(O)	Mean (M)	(STDEV)	( O/STDEV )	Values
<b>Organizational Culture_ -&gt; Organizational Commitment_ -&gt; OCB</b>	0.105	0.110	0.046	2.276	0.023

Based on the results of the mediation test in table 4.13, commitment organization significantly mediates the relationship between organizational culture and OCB with a T-statistic value =  $2.276 > 1.96$  and P-Values =  $0.023 < 0.05$ , it can be concluded that the hypothesis is accepted.

Canseen the influence (direct effect) between organizational culture on OCB is 0.202, and the indirect effect of organizational culture on OCB through organizational commitment is 0.105. The total effect of the influence of organizational culture on OCB is  $0.202 + 0.105 = 0.307$ .

Connection which is stronger seen from the contribution of direct influence which is greater than indirect influence. The magnitude of the value of the direct influence path of organizational culture on OCB is 20.2% greater than the value of the indirect influence path of 10.5%, so it can be concluded that the direct influence is more real than the indirect influence. This means that organizational commitment has a partial mediation role in influencing organizational culture on OCB.

### Results of Calculation of Hypothetical Mean and Empirical Mean

Table 12

Summary of Results of Calculation of Hypothetical Average Value and Empirical Average Value

Variables	Hypothetical Mean				Empirical Mean			
	Min	Max	Mean	SD	Min	Max	Mean	SD
OCB	22	110	66	14.6	59.9	101.8	80.8	20.9
Organizational Commitment	17	85	51	11.3	50	81.3	65.6	15.6
Organizational culture	39	195	117	26	82.9	163	123	40

#### f. Categorization

Table 13

OCB Values Based on Category Level

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 58$	Low	20	15%
$M - 1SD < X < M + 1SD$	$58 < X < 102$	Currentl y	85	63%
$X > M + 1SD$	$X > 102$	Tall	30	22%

Table 14

Resilience Values Based on Category Level

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 83$	Low	27	20%
$M - 1SD < X < M + 1SD$	$83 < X < 163$	Currently	93	69%
$X > M + 1SD$	$X > 163$	Tall	15	39%

**Table 15**  
**Self-Compassion Values Based on Category Level**

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 50$	Low	23	17%
$M - 1SD < X < M + 1SD$	$50 < X < 81$	Currently	85	63%
$X > M + 1SD$	$X > 81$	Tall	27	20%

## DISCUSSION

Organizational culture has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.202, and significant with a T-Statistic value =  $3.167 > 1.96$ , and P-Values =  $0.002 < 0.05$ . Based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational citizenship behavior with a contribution of 20.2%. So it can be concluded that when teachers have a good organizational culture, OCB behavior in teachers will also increase.

The results of this study are in line with the research of Noor et al.,<sup>19</sup> which found that there is a positive and significant influence between organizational culture and organizational citizenship behavior, meaning that the better the Organizational Culture, the better the Organizational Citizenship Behavior (OCB) and vice versa, the worse the Organizational Culture, the worse the Organizational Citizenship Behavior (OCB). The results of research conducted by Siregar & Kasmiruddin also showed similar results that organizational culture has a significant influence on organizational citizenship behavior.

Organizational culture has a positive and significant effect on organizational commitment with a coefficient value (original sample column) = 0.197, and significant with a T-Statistic value =  $2.438 > 1.96$ , and P-Values =  $0.015 < 0.05$ . Based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational commitment, so the hypothesis is accepted.

This is in line with Nugraha's research which states that organizational culture influences organizational commitment, meaning that if organizational culture can be implemented properly, organizational commitment will increase.<sup>20</sup> Robbins states that organizational culture can be used

<sup>19</sup> I.S. Noor, A. Suriansyah, and N. Noorhapizah, "Pengaruh Budaya Organisasi terhadap Organizational Citizenship Behavior (OCB) melalui Kepuasan Kerja dan Komunikasi pada Sekolah Luar Biasa se-Kota Banjarbaru," *Journal of Administration and Educational Management (Alignment 7*, no. 1 (2024): 435–48.

<sup>20</sup> E.S. Nugraha, "Pengaruh Budaya Organisasi dan Kompensasi terhadap Komitmen Organisasi melalui Motivasi Kerja pada Karyawan Hotel Halogen Sidoarjo," *Jurnal Ilmu Manajemen*, 2023, 623–38.

as a binding chain in the process of aligning employee perceptions of a problem so that it will become a strength in achieving company goals.<sup>21</sup>

Organizational commitment has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.531, and significant with a T-Statistic value = 8.433 > 1.96, and P-Values = 0.000 < 0.05. Based on these results, it can be concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior, so the hypothesis is accepted.

This is in line with the research of Apriliani & Wati<sup>22</sup> which found that organizational commitment has a positive and significant effect on organizational citizenship behavior, where the higher the commitment of a teacher, the better the OCB behavior of the teacher. In a study conducted by Teresa & Simarmata showed the same results that the higher the organizational commitment of employees, the higher the OCB behavior that appears, employees who have high organizational commitment have a positive outlook and will do their best for the interests of the organization, this makes employees have the desire to provide more energy and responsibility that supports the welfare and success of the organization where they work.

Based on the results of the mediation test in the table, organizational commitment significantly mediates the relationship between organizational culture and OCB with a T-statistic value = 2.276 > 1.96 and P-Values = 0.023 < 0.05, it can be concluded that the hypothesis is accepted.

This is in line with the results of research conducted by Nuryani & Djamil<sup>23</sup> which states that organizational culture has a significant positive indirect influence on OCB through the mediation of organizational commitment, completing work and helping each other between coworkers who have difficult work with the aim of making work easier and faster to complete in order to get the work results as expected.

## CONCLUSION

Organizational culture has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.202, and significant with a T-Statistic value = 3.167 > 1.96, and P-Values = 0.002 < 0.05. Based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational

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<sup>21</sup> Robbins and Judge, *Perilaku Organisasi*.

<sup>22</sup> S.D. Apriliani and I. R. Wati, "Pengaruh Dukungan Organisasional terhadap Organizational Citizenship Behavior (OCB) dengan Komitmen Organisasional sebagai Variabel Intervening (Studi pada Koperasi Mitra Dhuafa Regional K Jawa Timur)," *Diponegoro Journal of Management* 12, no. 4 (2023).

<sup>23</sup> F.T. Nuryani and M. Djamil, "Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behavior melalui Komitmen Organisasi sebagai Intervening pada Pegawai Instansi XYZ," *Jurnal Ekonomi Manajemen Sistem Informasi* 5, no. 3 (2024): 192–202.



citizenship behavior, so the hypothesis is accepted. Organizational culture has a positive and significant effect on organizational commitment with a coefficient value (original sample column) = 0.197, and significant with a T-Statistic value =  $2.438 > 1.96$ , and P-Values =  $0.015 < 0.05$ . based on these results, it can be concluded that organizational culture has a positive and significant effect on organizational commitment, so the hypothesis is accepted. Organizational commitment has a positive and significant effect on organizational citizenship behavior with a coefficient value (original sample column) = 0.531, and is significant with a T-Statistic value =  $8.433 > 1.96$ , and P-Values =  $0.000 < 0.05$ . based on these results, it can be concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior, so the hypothesis is accepted. organizational commitment significantly mediates the relationship between organizational culture and OCB with a T-statistic value =  $2.276 > 1.96$  and P-Values =  $0.023 < 0.05$ , so it can be concluded that the hypothesis is accepted.

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