

## The Influence of Organizational Citizenship Behavior and Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable (North Medan BPJS Employment Branch Office)

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### Abstract

*This research aims to determine the influence of Organizational Citizenship Behavior (OCB) and Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. The population of this study was 75 employees and the entire population was used as a sample. The data analysis technique uses path analysis with the help of the smart PLS program. The research results show that OCB has a direct and indirect effect on employee performance. Organizational culture has a positive but not significant effect on employee performance, while an indirect influence, namely through organizational commitment, organizational culture has a significant and significant effect on employee performance at the BPJS Employment North Medan Branch office.*

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

### INTRODUCTION

Organizations want and need workers who will do work that is not in their job description. Robbins and Judge (2019) say that organizations that have such workers are superior to those that do not, because successful organizations need workers who can do more than their usual job responsibilities, which will provide performance above expectations. With work becoming increasingly dynamic, having flexibility in completing work both individually and as a team is very important. Workers who have good organizational citizenship behavior will help other workers in their team, volunteer to do additional work, avoid unnecessary conflicts, respect each other, provide encouragement, and tolerate work burdens and interruptions at any time so that work becomes faster. completed and organizational goals will be achieved more quickly (Robbins and Judge, 2019). In reality, to be able to have strong OCB, supporting factors within the organization are needed, because OCB does not increase by itself without interacting with other factors. Organizational Citizenship Behavior (OCB) is an unofficial rule that is voluntary. With OCB, it is hoped that employees in the organization can be more integrated with their work environment. Organizational Citizenship Behavior (OCB) is behavior carried out by employees that increases the effectiveness of the organization, but is not the person's formal responsibility.

Organizational culture has a very important influence on the progress of a company which grows through the process of developing ideas created by company leaders, then instilled in organizational members. Furthermore, culture is

developed in accordance with environmental developments and organizational needs. In an organization, organizational culture will not develop into a developed organization without maintaining its culture. A strong culture has an influence on the strategies implemented in achieving the goals that have been set. Organizational development can be determined by creating a conducive work environment so that opportunities will open up for the development of the learning process at work, and can create enthusiasm in solving all problems that arise either from internal and external to the organization.

Organizational commitment is a feeling of belief in the values contained in an organization, individual involvement in the interests of the organization with full effort, and loyalty to the organization (wanting to become a permanent member of the organization) which is a statement from an employee to the organization. The phenomenon that occurs at the Bpjs Employment Medan Branch Office is a lack of empathy towards other employees when employees are having difficulty working due to poor organizational culture factors by creating groups in the organization which causes disputes so that they do not have Organizational Citizenship Behavior which means not all employees want to help. other employees volunteer to speed up work so that organizational commitment does not work well. Employee performance also determines the success of the organization, but employee performance is not good because of disputes and pressure exerted by the organization.

## LITERATURE REVIEW

### *Organizational Citizenship Behavior*

According to Subawa and Suwandana (2017), Organizational Citizenship Behavior (OCB) or extra-role behavior is behavior in organizations that does not directly receive rewards from the formal reward system. Organizational Citizenship Behavior (OCB) is a worker's contribution "above and beyond" the formal job description, which is done voluntarily, which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functioning (Ai Rohayati, 2014).

### **Organizational Citizenship Behavior Indicators**

OCB indicators according to (Subawa and Suwanda, 2017) are Altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

1. *Altruism*, willingness to help colleagues complete their work in unusual situations.
2. *Courtesy*, behavior helps prevent work-related problems from arising.
3. *Sportsmanship*, the sportsmanship of a worker in tolerating less than ideal situations at work.

4. *Conscientiousness*, carrying out duties and responsibilities beyond what is expected.
5. *Civic virtue*, employee support for administrative functions within the organization.

### **Organizational culture**

Organizational culture is defined as "the values that guide human resources in carrying out their obligations and behavior within the organization." These values will provide answers to whether an action is right or wrong and whether a behavior is recommended or not. According to Fahmi (2017) "Organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals." Meanwhile, according to Sulaksono (2015), organizational/company culture is the values that Human Resources guide in carrying out their obligations and behavior within the organization.

### **Organizational Culture Indicators**

According to Sulaksono (2015) indicators of organizational culture are as follows:

1. Innovatively takes into account risks, such as:
  - a. Create new ideas for company success
  - b. Dare to take risks in developing new ideas
2. Results oriented, such as:
  - a. Set targets to be achieved by the company
  - b. Evaluation of the results of the work that has been carried out
3. Oriented to all employee interests, such as:
  - a. Fulfills the need to run and do work
  - b. Support employee achievements
4. Detail oriented on tasks, such as:
  - a. Be thorough in doing your assignments
  - b. Accuracy of work results

### **Organizational Commitment**

According to Shaleh (2018), organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his organization. Measuring work compensation from Affandi (2018), work compensation is a reward or reward given by an organization/company to its employees for contributing energy and thoughts to the progress of the organization in achieving organizational goals.

### Organizational Commitment Indicators

There are also those who put forward indicators of organizational commitment in general, namely according to Shaleh (2018) that organizational commitment has three indicators, namely as follows:

1. The existence of employee will, where there is an employee's desire to strive to achieve the interests of the organization.
2. There is employee loyalty, where employees desire to maintain their membership to continue to be a part of the organization.
3. There is employee pride in the organization, characterized by employees feeling proud to be part of the organization they join and feeling that the organization has become a part of their lives.

### Employee Performance

According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Added by Edison (2016), performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements.

### Employee Performance Indicators

According to Mangkunegara (2017), the indicators of employee performance are as follows:

1. Quality of work. How well an employee does what he or she is supposed to do.
2. Work Quantity. How long an employee works in one day. This work quantity can be seen from the work speed of each employee.
3. Implementation of Tasks. The extent to which employees are able to do their work accurately or without errors.
4. Responsibility. Awareness of the obligation to carry out work accurately or without errors.

### Conceptual Framework and Research Hypotheses

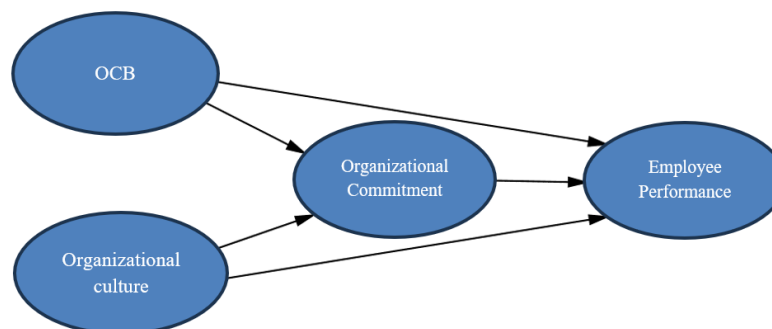


Figure 1. Conceptual Framework

## Research Hypothesis

- 1) OCB has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office.
- 2) OCB has a positive and significant effect on employee commitment at the BPJS Employment North Medan Branch office.
- 3) Organizational culture has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office.
- 4) Organizational culture has a positive and significant effect on employee commitment at the BPJS Employment North Medan Branch office.
- 5) Organizational commitment has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office.
- 6) OCB has a positive and significant effect on employee performance through organizational commitment at the BPJS Employment North Medan Branch office.
- 7) Organizational culture has a positive and significant effect on employee performance through organizational commitment at the BPJS Employment North Medan Branch office.

## METHOD

This type of research is associative quantitative. The population used in this research was 75 employees by combining two BPJS Employment branch offices in North Medan, namely branch office 1 with 35 employees and branch office 2 with 40 employees. The entire population was sampled as 75 employees. Data analysis was carried out using the Partial Least Square (PLS) approach using SmartPLS version 3 software. PLS is a method for solving Structural Equation Modeling (SEM) which in this case is better than other SEM techniques.

## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes discriminant validity and reliability.

#### 1. *Convergent Validity*

This test is seen from the loading factor, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value  $> 0.7$ .

Table 1. Outer Loadings

	Organizational culture	Employee Performance	Organizational Commitment	OCB
X1.1				0.887
X1.2				0.866
X1.3				0.747
X1.4				0.838
X1.5				0.831
X2.1	0.743			
X2.2	0.724			
X2.3	0.730			
X2.4	0.872			
X2.5	0.711			
X2.6	0.880			
X2.7	0.874			
X2.8	0.709			
Y.1		0.853		
Y.2		0.732		
Y.3		0.863		
Y.4		0.837		
Z.1			0.713	
Z.2			0.808	
Z.3			0.798	

Source: Smart PLS Output, 2023

Table 1 above shows the indicator values for each variable. Of the four variables above, the indicator value is above 0.7, meaning that each indicator has a value higher than 0.7, so that the data states that all the indicators used are valid and can be continued at the next research stage.

## 2. Composite Reliability

A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.6.

**Table 2. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.909	0.914	0.927	0.614
Employee Performance	0.839	0.843	0.893	0.677
Organizational Commitment	0.664	0.667	0.817	0.599
OCB	0.891	0.900	0.920	0.698

Source: Smart PLS 3.3.3

Based on Table 2 above, OCB, Organizational Culture, Organizational Commitment, Employee Performance, Cronbach's alpha is above 0.6, which means the construct is declared reliable in each variable. It can be seen from the table above that the value of composite reliability is greater than 0.6, which means that the variables have a high level of reliability. Meanwhile, the table above shows that the Average Variance Extracted (AVE) value for each variable has a value greater than 0.5, which means that each variable has high reliability. The conclusion in this research is that each Cronbach's Alpha variable, Composite Reliability, The Average Variance Extracted (AVE) has passed reliability research and the indicators used meet the requirements and have high discriminant validity in compiling their respective variables.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators.

#### 1. Coefficient of Determination (R<sup>2</sup>)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows.

**Table 3. R Square Results**

	R Square	R Square Adjusted
Employee Performance	0.861	0.855
Organizational Commitment	0.776	0.770

Source: Smart PLS 3.3.3

Based on this research, we can see that the table above shows the results of R square, for the Employee Performance variable the R square value of 0.861 is a percentage of 86.1% with the overall Employee Performance variable R square being obtained due to the influence of the variables Organizational Citizenship Behavior, Organizational Culture, Organizational Commitment to Employee Performance with a percentage of 86.1% and the remaining 23.9% is in other variables. For the Organizational Commitment variable, the R square value is 0.776 in percentage to 77.6% with the overall Organizational Commitment variable being R square due to the influence of the Organizational Citizenship Behavior and Organizational Culture variables on Organizational Commitment with a percentage of 77.6% and the remaining 22.4% being in other variables.

## 2. Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the direct influence of Path Coefficients.

**Table 4. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
Organizational Culture -> Employee Performance	0.134	1,736	0.083	Rejected
Organizational Culture -> Organizational Commitment	0.150	2,198	0.028	Accepted
Organizational Commitment -> Employee Performance	0.484	4,770	0,000	Accepted
OCB -> Employee Performance	0.360	3,452	0.001	Accepted
OCB -> Organizational Commitment	0.758	13,137	0,000	Accepted

Source: Smart PLS 3.3.3

Based on the results of the table above, it shows that there are four hypotheses that are accepted and only one hypothesis is rejected. The hypothesis



that is rejected is that organizational culture has a positive but not significant effect on employee performance at the North Medan Branch of the BPJS Employment office. This hypothesis was rejected because the P value was above 0.05. Meanwhile, the indirect effect of hypothesis testing can be seen in Table 5 below.

**Table 5. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
Organizational Culture -> Organizational Commitment -> Employee Performance	0.072	1,983	0.048	Accepted
OCB -> Organizational Commitment -> Employee Performance	0.366	4,630	0,000	Accepted

Source: Smart PLS 3.3.3

Based on Table 5, there are two hypotheses that have an indirect effect. Both hypotheses were accepted because the t statistic value was above 1.96 and the P value was also below 0.05. The two hypotheses have an indirect influence, meaning that organizational commitment can mediate OCB and organizational culture on employee performance at the North Medan Branch of the BPJS Employment office.

**CONCLUSION**

Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows:

1. OCB has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office with a t statistic value of 3.452 and a P value of 0.001.
2. OCB has a positive and significant effect on employee commitment at the BPJS Employment North Medan Branch office with a t statistic value of 13.137 and a P value of 0.000.

3. Organizational culture has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office with a t statistic value of 1.736 and a P value of 0.083.
4. Organizational culture has a positive and significant effect on employee commitment at the BPJS Employment North Medan Branch office with a t statistic value of 2.198 and a P value of 0.028.
5. Organizational commitment has a positive and significant effect on employee performance at the BPJS Employment North Medan Branch office with a t statistic value of 4.770 and a P value of 0.000.
6. OCB has a positive and significant effect on employee performance through organizational commitment at the BPJS Employment North Medan Branch office with a t statistic value of 4.630 and a P value of 0.000.
7. Organizational culture has a positive and significant effect on employee performance through organizational commitment at the BPJS Employment North Medan Branch office with a t statistic value of 1.983 and a P value of 0.048.

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