



THE EFFECT OF ORGANIZATIONAL CULTURE AND WORK SATISFACTION TOWARD OCB TROUGH MEDIATION OF ORGANIZATIONAL COMMITMENT

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Abstract

This study aims to see the effect of organizational culture and job satisfaction in encouraging employees to do extra activities outside of workload. This research is focused on hotel X. The choice of place for this research is due to the advancement of the hospitality industry which directly increases competition between actors in this industry. As a service industry, hospitality relies on employees who are engaged in the service sector and meet directly with consumers. Therefore the respondents in this study were 108 employees who work to service customer. This research is processed by path analysis. From the results of the study, it is concluded that organizational culture affects the increase in OCB of hotel X employees directly or through mediation of organizational commitment. Meanwhile, job satisfaction does not affect the formation of OCB among respondents. However, if mediated by organizational commitment, job satisfaction can also increase the formation of OCB. Therefore, it is recommended for company X to improve organizational culture and increase job satisfaction so that employee commitment to the company can increase. Increasing of organizational commitment can stimulate employees to increase their willingness to do work outside the workload.

Abstrak

Penelitian ini bertujuan untuk melihat pengaruh budaya organisasi dan kepuasan kerja dalam mendorong karyawan untuk melakukan aktivitas ekstra di luar beban kerja. Penelitian ini difokuskan pada hotel X. Pemilihan tempat penelitian ini dikarenakan kemajuan industri perhotelan yang secara langsung meningkatkan persaingan antar pelaku dalam industri ini. Sebagai industri jasa, perhotelan mengandalkan karyawan yang bergerak di bidang jasa dan bertemu langsung dengan konsumen. Oleh karena itu responden dalam penelitian ini adalah 108 karyawan yang bekerja untuk melayani pelanggan. Penelitian ini diolah dengan analisis jalur. Dari hasil penelitian disimpulkan bahwa budaya

organisasi berpengaruh terhadap peningkatan OCB karyawan hotel X secara langsung maupun melalui mediasi komitmen organisasi. Sedangkan kepuasan kerja tidak berpengaruh terhadap pembentukan OCB di kalangan responden. Namun jika dimediasi oleh komitmen organisasi, kepuasan kerja juga dapat meningkatkan pembentukan OCB. Oleh karena itu, disarankan kepada perusahaan X untuk meningkatkan budaya organisasi dan meningkatkan kepuasan kerja agar komitmen

karyawan terhadap perusahaan dapat meningkat. Peningkatan komitmen organisasi dapat merangsang karyawan untuk meningkatkan kemauannya untuk melakukan pekerjaan di luar beban kerja

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INTRODUCTION

The growth in the tourism industry will help to increase gross domestic product for this country. In the year 2019 the government is targeting to increase in GDP of 9% from the tourism industry. To achieve that target, the tourism industry needs to be developed further.

The development of the tourism industry could not be separated from the development of accommodation. The development of accommodation directly support the development of the hospitality industry. The development of the hotel industry lately has been made easier by the development of applications which connect tourists with hotels such as traveloka, airbnb and other. The existence of these applications provokes the establishment of new hotels in the big cities like Jakarta, Bandung, Surabaya and others.

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 in this industry. This is also a concern which faced by company of X. Company of X is a private company which focuses on managing several hotels for families in Jakarta.

In order facing a tight competition, company of X must prepare the quality human resources. The performance of human resources determines the success of the company. Nofliand in Felicia (2017) explained that human resource is the most important asset in an organization. That's because human resource is the main driver for the organization to be able to achieve its vision, mission and goals. 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. Employee with this character are able to become "capital" or potential capital to develop company values and strategies for the improvement of overall company condition.

The situation where employees are willing to do additional work behind of the

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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, sportmanship, and courtesy. (Luthan, 2008 in Robbin and Judge, 2015) The existence of organizational citizen behavior in organizations has a positive impact on both employees and the organization. According to Organs in Rahmawati and Prasetya (2017) the formation of organizational citizen behavior can be influenced by several factors including internal and external factors. The ones which included as internal factors are job satisfaction, organizational commitment, personality, employee morale and motivation. While those which included are external factors are leadership style, trust in leadership, and organizational culture.

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. According to Wibowo (2016) organizational commitment is the willingness of individual employees to loyally commit themselves to the organization and to be fully involved in the organization. Individual employee who already feel emotionally bound to the organization will be willing to carry out work outside the mandatory burden or show organizational citizen behavior behavior (Luthans, 1995 in Darmawati, 2015) Another factor which affect 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 (Hulin and Judge in Chusmina, 2015). Luthans (1995) in Chusmina (2015) states that when employees feel satisfied with the work they do, the employee will complete their work maximally, even they might willing to do some thing.

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 relationship between work satisfaction and organizational

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culture variables to organizational citizen behavior through mediation of organizational commitment. uses quantitative research methods. 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.

METHODE

The place and time of the research was carried out at PT X which manages a hotel located in the TB Simatupang area, South Jakarta. The research was carried out for six months from May to September 2019.

This research was conducted by trying to analyze the condition of each variable first and then analyzing the relationship. The four variables were analyzed by taking a collection of empirical facts to be processed using statistical methods. The results of the study are in the form of data in the form of numbers which are drawn objectively. So the research that highlights the relationship between job satisfaction and organizational culture variables to organizational citizen behavior through mediating organizational commitment uses quantitative research methods.

In more detail, this research which is also explanatory in nature or research conducted by explaining the condition of the research variables first. Specifically, this quantitative and explanatory research was conducted using a survey method with a correlational approach. This method was chosen so that researchers can easily find the distribution, incidence and interrelation as well as examine the relationship between variables in the study.

The population in this study are all employees who work at PT X which are directly engaged in the service sector at the Hotel managed by PT X as many as 214 employees. In determining the sample in this study, non-probability sampling was used. This technique means that the sample is taken from the entire population by looking at the strata of positions that apply to the company's organization. This technique is taken so that each individual employee in the population does not have the same opportunity to be selected as a sample.

The sample selection was also carried out using a purposive convenience sampling method or a sampling technique based on the wishes of the author with certain considerations to suit the research objectives. The number of samples in this study was determined to be 108 or more than half the population because it was considered ideal to describe the state of the research population as a whole

Meanwhile, the data collection method in this study is the questionnaire method or also

known as the questionnaire method. This method was chosen because this method is suitable for large number of respondents. The questionnaire method in the form of a closed questionnaire was chosen because this system makes it easier for consumers to answer questions and facilitate research in managing statistical data.

In addition, the questionnaires were distributed using a closed questionnaire method. The questionnaire method in the form of a closed questionnaire was chosen because this system makes it easier for consumers to answer questions and facilitate research in managing statistical data.

The research data will be managed by several methods, namely descriptive analysis, KMO and Barlette tests and Cronbatch Alpha 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 tests 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 cronbatch alpha value is above 0.6. Both of these tests were carried out using spss 18.0. Meanwhile, path analysis is used to make the final decision on the relationship between the variables in the study.

RESULT AND DISCUSSION

Based on the SPSS output in table 4.1 the Sig. normality test using the Kolmogorov-Smirnov method of 0.940 for sub-structure 1 and for 0.558 for sub-structure 2. Because the p-value of each sub-structure is greater than alpha (0.05), it can be concluded that the data are normally distributed, so the analysis Verification is carried out using the path analysis method.

Table 1.1 The Result of Normality Test

	Normal Parameters	Most Extreme Differences	Kolmogorov-Smirnov Z	Asymptotic Sig. (2-tailed)
Mean	2.000000			
Std. Deviation	1.332133			
Positive	.021	.021	.232	.040
Negative	.021	.021	.232	.040

Validity

must be

necessary to do a data retrieval test first or known as the pre-test. According to the requirements of the pre-test, a minimum of 30 respondents were used. However, in the pre-test study the 40 respondents were asked to get stronger and detailed results in

Test dan Reabilitas Pretest

The questionnaire used to assess feasible and valid so it is

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validating and checking the reliability of the questionnaire. 40 respondents who have taken the pre-test will not be involved in further testing. The reason is that the data obtained can be more diverse.

Table 1.2 The result of validity and reability test

Variable	Loadi ng Facto r	K M O	Barlette r significa tion test	Cronbac h's Alpha
Job satisfaction	0,281 -0,80 7	0 , 6 1 2	0,00	0,640
Organizational Culture	0,198 -0,78 7	0 , 6 0 5	0,00	0,848
Organizational Commitment	0,317 -0,80 9	0 , 5 8	0,00	0,819
Organizational Citizen Behaviour	0,378 -0,83 2	0 , 6 3	0,06	0,78

This pretest uses the KMO and Barlette tests as well as the Alpha Cronbatch test which is tested using the SPSS 18 application. Following the validity and reliability test requirements, some questionnaires that are not steady and valid will be dropped for the next testing phase. The pretest test results are summarized in table 4.2 below.

Based on the results of the validity and reliability of the test above, it is known that all of the above variable questionnaires are valid. This can be seen from the KMO

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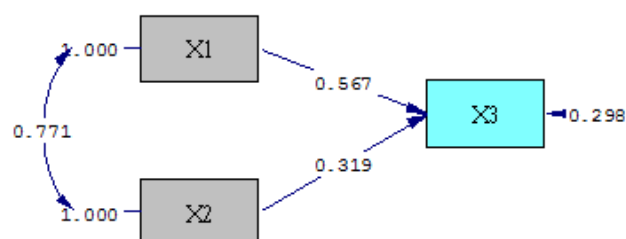
and Barletten values which are above 0.5. Based on the test results, it's also summarized in the table above it is also known if each variable has a different loading factor value.

Based on the loading value, it is known that there are some invalid questionnaire items to be included in the next test. In the job satisfaction variable the question dropped is item 5 (Leaving policy applied by the company is fair enough), point 7 (I feel satisfied with the payroll policy awchich got applied by the company), item 13 (I feel happy with my responsibility in work), item 15 (the company assigns work according to my ability) and item 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 question that must be dropped before carrying out the next test is point 5 (I am always complete the work carefully, precisely and accurately.), 7 (The company requires workers to put more attention to the details of the work.), 13 (The management of my company to actively take every opportunity and opportunity available), 15 (As a Team I and my colleagues 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 question item 4 (There is no emotional attachment between me and the company where I work.), 5 (This company has a significant meaning in my life), 7 (It's hard for me to quit this company), 9 (At present, staying in the company is a top priority.), 15 (I feel guilty if I leaving the company at this time.) and 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 not to create problem)

Hypothesis test with



CONCLUSION

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This study discusses the influence of job satisfaction and the application of organizational culture to the development of organizational citizen behavior attitudes among employees through mediation of organizational commitment the company (hotel case study x). This study used 108 respondents and was tested through path analysis.

The questionnaire used contains a collection of questions that represent each variable, which got adapted from previous researches. From the results of this study, it could be concluded: Facing high competition in the hospitality industry and also to synergize with the government's plan to improve Indonesian tourism, Hotel X must be able to improve services to customers. Improving customer service could be done by increasing the formation of organizational citizen attitude. Based on the research results, it is known that job satisfaction directly affects the organizational commitment of company X employees. So it could be concluded that employees who feel comfortable and satisfied to work in the company X, will serve and be fully committed to the company for a long time. Organizational Culture directly influences the organizational commitment in the company X employees.

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 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 X employees. This indicates that if employees feel comfortable and satisfied working at Company X does not necessarily foster an initiative to carry out work outside the workload. Organizational culture has a direct effect on organizational citizenship behavior on company X employees. Continuous application of organizational culture can stimulate the forming of organizational citizen behavior.

Organizational commitment can mediate the effect of job 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 between

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the independent variables and the dependent variable. Organizational commitment can mediate the influence of organizational culture on organizational citizenship behavior on company X.

Implication

In order to face competition and improve the service in the future, Company X can try to improve the factors that influence the formation of Organizational Citizen Behavior.

Although job satisfaction does not directly influence the forming of organizational citizen behavior, job satisfaction still can increase the employee commitment which in turn will stimulate the growth of organizational citizen behavior. So Company X must know what factors that can improve employee job satisfaction. To increase employee job satisfaction, Company should make relevant decisions. Increasing employee job satisfaction will reduce turnover rates, also increasing employee loyalty commitment and ultimately forming the Organizational Citizen Behavior among employee.

Factors of organization culture which support employees to maintain their commitment and motivation to carry out work outside of their responsibilities must be maintained and enhanced.

This research is included in cross sectional or only occurs at one time. To illustrate the case as a whole, it is recommended to do further research which carry out longitudinally or research with the same variables could be applied in other companies which is engaged in one industry or different industries.

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