



## The Role of Organizational Commitment and Organization Culture Toward Job Performance

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### Abstract

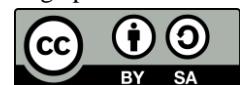
*This study seeks to find out the factors that affect lecturers' performance in Indonesia. Data were collected through a questionnaire participated by 178 active lecturers at the State Polytechnic of Kupang. The present study is important since it may give solutions to enhance the performance of Kupang State Polytechnic lecturers. Data analysis was conducted using the principles of Structural Equation Modeling (SEM). The results of this study demonstrated that there are direct and indirect influences of organizational culture and commitment toward lecturer performance as mediated by Organizational Citizenship Behavior (OCB). This shows the importance of OCB as a situational factor that can improve the performance of teaching staff in an educational institution.*

### Kata kunci:

*Komitmen organisasional;  
Budaya organisasi;  
Organizational Citizenship  
Behavior.*

### Abstrak

Penelitian ini menyelidiki faktor-faktor yang berpengaruh terhadap kinerja dosen di Indonesia. Pengumpulan data dilakukan dengan kuesioner dengan 178 dosen aktif Politeknik Negeri Kupang sebagai responden. Penelitian ini penting karena dapat memberikan solusi bagi peningkatan kinerja dosen di Politeknik Negeri Kupang. Data dianalisa dengan menggunakan Structural Equation Modeling (SEM). Secara langsung maupun tidak langsung terdapat pengaruh dari budaya dan komitmen organisasi terhadap kinerja dosen yang diperantarai oleh Organizational Citizenship Behavior (OCB). Penelitian ini menyetengahkan pentingnya OCB sebagai faktor situasional yang dapat meningkatkan kinerja tenaga pengajar di suatu lembaga pendidikan.



## 1. Introduction

Job performance is one of the most researched topics in the human resource area.

The topic has been studied in various organizations including both profit and non-profit organizations. In higher education

institutions, job performance is associated with the effectiveness of faculty members or lecturers in teaching and researching [1]. Prior studies highlight the importance of job performance in higher education institutions by focusing on emotional intelligence [2], leadership [3] and human resource practice [4]. We propose that performance in higher institution is influenced by organizational commitment and culture.

In the organizational context, [5] argued that organizational commitment and culture as well as OCB are antecedent factors of an employee's performance. Allen and Meyer [6] states that the commitment of individuals to work in organizations must be accompanied by; affective commitment that is built on the importance of the organization to employees, normative commitment accompanied by the obligation to obey, discipline and be loyal to the organization and continuous commitment based on the ability of employees to stay in organization. A good organizational culture will also create good employee performance [7]. It is suggested that OCB is shown by someone in the organization to be able to improve employee performance [8].

The aim of this research is directed at examining the model of organizational commitment, organizational culture, OCB and performance. The main theory in this research refers to the theory of organizational behavior. Organizational behavior is a discipline that focuses on behavior and attitudes of organizational members, based on theories and principles of various disciplines such as psychology, sociology, and anthropology [9].

Excellent and professional lecturers are recognized through the implementation of the Tri Dharma, which are education, research, community service, and supporting activities. Trisnaningsih [10] revealed that the obligation to publish in reputable national and international journals are one of the elements in improving lecturers' performance, career and functional ranks. This makes the present study important because it is focused on the low performance of Kupang State Polytechnic

lecturers in the field of research when compared to other vocational institutions in Indonesia.

State Polytechnic of Kupang (PNK) is one of the vocational colleges in Indonesia which is ranked 24 out of 300 Polytechnics in Indonesia and is ranked of 210 best campuses / universities in Indonesia according to the Ministry of Research and Higher Education in 2019. The rank is related to the lecturers' performances. Based on data in reputable international journals, there are 62 journals indexed on Scopus, 5 books indexed by Scopus, 27 articles published at international conferences indexed by Scopus, 10 journals on the Web of Science and 32 journals indexed nationally and 661 national journals unaccredited in Sinta. In addition to the publications, PNK lecturers also conduct community service activities that are held by internal sources and organizations aimed at scientific implementation to the community.

Based on the lecturers' publications, it is considered that the institution needs to encourage the lecturers' performance. The active role of each lecturer is an organizational commitment that needs to be built in order to improve performance. The organizational commitment of lecturers is still low in improving their performance [11]. In addition to the organizational commitment, organizational culture is also an important part of an organization for the continuity of the organizational goals. Yiing and Ahmad [12] emphasized that building an excellent work culture in the organization, the organization is able to use all resource in achieving organizational goals. OCB is another antecedent factor that may improve organizational performance. The behavior of helping colleagues voluntarily apart from the main duties of a lecturer is expected to encourage lecturer performance [11].

In higher education institutions, lecturers' performance plays a vital role in terms of research and teaching. Evaluating lecturer's performance is held periodically to ensure the process of promotion and research

funding [13]. Lecturers at the State Polytechnic of Kupang have challenges in improving their performance. This study examines issues related to organizational commitment and culture as well as OCB.

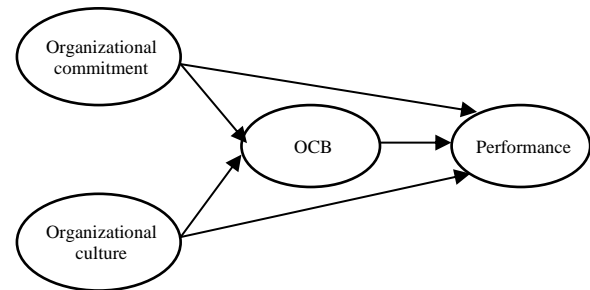
Positive and significant relationship was revealed between organizational commitment and the performance of police officers in the East Nusa Tenggara Regional Police's Criminal and Investigation Unit [14][15]. A recent study found that there is an association between affective, normative and continuous commitment with the performance of nurses at Naimata Kupang Mental Hospital [16]. Different results are shown by previous studies [11][17].

Organizational culture partially affects positive and significant relationships with employee OCB at Ubud Wana Resort [18]. The values contained in the Bugis culture in South Sulawesi are able to strengthen OCB from the services of nurses from several hospitals in Makassar [19][20]. Organizational culture is one of the success keys in improving nurse performance [21].

Harwiki [22] in his research found that OCB was able to strengthen the performance of female managers and employees in several institutions in East Java Province. Sun and Yoon [23] argue that OCB can improve employee performance at Luxury Hotels in South Korea by activating employee engagement. It is concluded that OCB improves employee performance on the development of entrepreneurs in Bucharest [24].

As abovementioned, prior studies have discussed how organizational commitment and culture potentially affect lecturers' performance as mediated by OCB. However, to our knowledge, examination of this model in higher education institution context is scarce. In order to fill this void, theoretically, this paper intend to examine whether organizational commitment and culture both directly and indirectly influence lecturers' performance through OCB as a mediation construct. This is important since practically

lecturers' performance is an essential aspect in a higher education institution.



**Figure 1. Research Model**

## 2. Methods

This research is categorized as quantitative research with an explanatory approach. Quantitative research uses numbers and statistical calculations with the aim of testing hypotheses that have been previously built [25]. Explanatory research aims to investigate the causal relationship between two or more variables and to determine the nature of the relationship [26]. In order to achieve the research objectives, a number of respondents (samples) was drawn from certain populations. The population in this study were all lecturers at the Kupang State Polytechnic, while the sample is 178 lecturers.

The questionnaires were distributed to all 195 lecturers but only 178 responded. This amount is considered to be sufficient [27]. The questionnaires were adapted from previous studies. The items for organizational commitment were adapted from Allen and Meyer [6]. The items for organizational culture were adapted from Robbins and Judge [5]. The items for OCB were adapted from Organ [28], while the items for performance in higher education were adapted from a government document [29].

### *Sample demographic*

- 1) Gender: 69% male and 31% female.
- 2) Age: 6% (< 30); 44% (30-50); 39% (51-60); 11% (> 60).

- 3) Education: 95% have master's degrees and 5% have PhD's
- 4) Working experience: 17% (< 10 years); 39% (11 - 20 years), 29% (21-30 years) and 15% (> 30 years).

### 3. Results and Discussion

Data were collected from primary data (i.e., questionnaire) which were analyzed using descriptive statistics. Furthermore, the data were analyzed using SEM principles. Descriptive analysis of each research variable using the average answer of each research item. 1) Organizational commitment (5 items) obtained an average score of 5.48 with a good category; 2) Organizational culture (8 items) obtained an average score of 4.89 with good category; 3) OCB (9 items) obtained an average of 4.98 with a good category; and 4) Performance (7 items) with an average score of 5.62 (good category). Thus, it can be concluded that each statement item on the indicators describing the research variables studied according to the respondents' perceptions is in the good category. This data can be an initial description of the context of research on the respondents of State Polytechnic of Kupang's lecturers.

The instruments used in this study were tested by focusing on the validity and reliability of each construct. Internal consistency for the reliability of the measurement model is measured by inspecting the values of Cronbach Alpha (CA) and Composite Reliability (CR) [30]. The CA and CR values surpassed the lower threshold of 0.70 as suggested [25]. Thus, the variables contained in this study are considered sufficiently reliable.

Convergent validity is evaluated by testing the loading item and the Average Variance Extracted (AVE) index. All items produce outer loading values higher than 0.7, and the AVE value of each variable is higher than 0.50 as suggested by [31]. Outer loading and AVE values can be seen in Table 1.

The association between organizational commitment and OCB was positive ( $b = 0.19$ ,

$p < 0.05$ ). This indicates that organizational commitment positively affects OCB. Following that, organizational commitment was also positively correlated with performance ( $b = 0.31$ ,  $p < 0.05$ ).

**Table 1. Measurement model**

Variable	VIF	Loading	$\alpha$	CR	AVE
Organizational commitment (OC)			0.93	0.94	0.77
OC1	2.59	0.81			
OC2	4.16	0.92			
OC3	3.82	0.89			
OC4	4.18	0.92			
OC5	2.86	0.86			
Organizational culture (OT)			0.91	0.92	0.60
OT1	3.37	0.78			
OT2	3.41	0.77			
OT3	2.60	0.81			
OT4	2.96	0.80			
OT5	2.01	0.70			
OT6	2.75	0.78			
OT7	2.72	0.76			
OT8	2.44	0.78			
Organizational Citizenship Behavior (OCB)			0.88	0.90	0.51
OCB1	1.77	0.70			
OCB2	1.95	0.72			
OCB3	2.00	0.75			
OCB4	1.69	0.70			
OCB5	1.65	0.70			
OCB6	1.95	0.73			
OCB7	1.91	0.72			
OCB8	1.88	0.74			
OCB9	1.80	0.70			
Performance (PER)			0.94	0.92	0.69
PER1	3.49	0.89			
PER2	4.50	0.90			
PER3	2.98	0.87			
PER4	3.07	0.84			
PER5	4.65	0.83			
PER6	1.56	0.70			
PER7	4.29	0.81			

Organizational culture is linked positively with OCB ( $b = 0.33$ ,  $p < 0.001$ ). This indicated that organizational culture has an association with OCB. In addition, organizational culture positively influenced performance ( $b = 0.23$ ,  $p < 0.010$ ), indicated that organizational culture and performance

are positively related. Another positive and significant relationship was demonstrated by the link between OCB and performance ( $b = 0.29, p < 0.05$ )

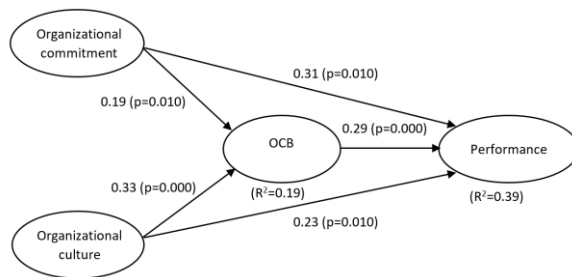
**Table 2. Discriminant Validity**

	OC	OT	OCB	PER
OC	(0.88)	0.36	0.34	0.50
OT	--	(0.77)	0.43	0.48
OCB	0.20	0.33	(0.94)	0.51
PER	0.32	0.23	0.29	(0.83)

Note : Values on the diagonal line (parentheses) are the square root of the AVE, values below the diagonal line are correlations between variables, values above the diagonal line are the HTMT ratios.

The results exhibited a significant indirect effect of Organizational Commitment to performance as mediated by OCB ( $b = 0.06, p < 0.05$ ). This indicated that the link between organizational commitment and performance is mediated by OCB. In other words, if the lecturer has a high commitment to the organization, the desire to implement OCB principles also increases in the organization, which in turn has a positive effect on their performance.

The results showed a significant indirect effect of organizational culture toward performance as facilitated by OCB ( $b = 0.10, p < 0.01$ ). This indicates that the link between organizational culture and performance is facilitated by OCB. When the lecturers have a high organization culture, their OCB also increases which eventually boosts their performance.



**Figure 1. Research Model**

The results specified that the direct and indirect effect of organizational commitment on performance are positive and significant. This positive and significant direct effect is in line with previous research conducted in the academic circles of a university [32], in the eastern world [33], and also in international companies [34]. Lecturers with high organizational commitment will work hard for the organization which will ultimately improve the performance of the faculty members. Thus, the results of this study support previous research that explores the effect of organizational commitment on performance by adding the context of universities in Indonesia as a theoretical and a practical contribution.

The findings of this study are in line with prior studies which concluded that organizational commitment and culture have both direct and indirect effects on employee performance [7][8][12]. However, the findings of the study are distinct from the research conducted by Hakim and Fernandes [11] which argued that organizational commitment has no effect on the performance. While present study used a higher education institution context, it also employed OCB as a mediator. This may make the difference.

**4. Conclusion**

The results exhibited that both organizational commitment and culture are related positively with lecturers’ performance. The present study also found significant mediating roles of OCB in such relationships.

The following theoretical contribution of this research lies in the indirect effect of Organizational Commitment on Performance mediated by OCB. Previous research has found a mediator in the relationship between Organizational Commitment and Performance. For example, job satisfaction is a mediator in the relationship between the two variables. Job satisfaction is considered as a result of high organizational commitment

which ultimately increases the performance of the employees [35].

Given the important role of OCB as an intermediary for commitment and organizational culture to employee performance, efforts that can improve OCB from higher education need to be taken more seriously. In other words, increasing organizational commitment and organizational culture to improve performance is not optimal without manipulating lecturers' OCBs. For example, in conducting teaching, research and community service, it is necessary to emphasize collaboration between lecturers, so as to foster a sense of togetherness and cooperation in achieving personal and shared goals. Campaigns in universities to apply the principles of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness can be emphasized more.

This study has several limitations. First, studies on Organizational Citizenship Behavior (OCB) are general in nature as revealed by Organ [28] and therefore requires an in-depth study of OCB, especially OCB-Individual or voluntary helping behavior carried out between individuals in the organization. For example, behaving altruistic in higher education institutions can be viewed from the level of education, work environment, gender, or interpersonal relationships. Second, this study is cross-sectional where it can only depict the situation when the data was collected [36]. Future studies can address this issue by using a time series data.

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