

**THE EFFECT OF ORGANIZATIONAL COMMITMENT AND CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE
(A CASE STUDY OF THE ASSOCIATION OF PRIVATE UNIVERSITIES REGION IXA CENTRAL SULAWESI (APTISI IXA CENTRAL SULAWESI))**

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ABSTRACT

This research aims to determine and to analyze: The effect of organizational commitment and culture on organizational citizenship behavior through job satisfaction as an intervening variable in the work area of the Association of Private Universities Region IXa Central Sulawesi (APTISI IXa Central Sulawesi). The research population was 1886 lecturers at private universities in the working area of APTISI IXa, Central Sulawesi. Seeing the large population, this research used the Probability Sampling technique with the Slovin formula to obtain Proportional Random Sampling as many as 330 research samples. The results reveal that Organizational Commitment had a significant effect on Organizational Citizenship Behavior, with a P Value of $0.000 < 0.05$. Organizational Culture has no significant effect on Organizational Citizenship Behavior, with a P Value of $0.066 > 0.05$. Organizational Commitment has a significant effect on Job Satisfaction, with a P Value of $0.000 < 0.05$. Organizational Culture has a significant effect on Job Satisfaction, with a P Value of $0.000 < 0.05$. Organizational Commitment to Organizational Citizenship Behavior, with a P Value of $0.000 < 0.05$. Organizational Commitment through Job Satisfaction has an effect on Organizational Citizenship Behavior, with a P Value of $0.00001617 < 0.05$. Organizational Culture through job satisfaction has no effect on organizational citizenship behavior, with a P value of $0.76895864 < 0.05$.

Keywords: Organizational Commitment, Organizational Culture, Organizational Citizenship Behavior and Job Satisfaction

INTRODUCTION

Global competition has raised performance standards in various dimensions, organization, cost, management, human resources, quality, product and operational systems. White, (1988) in Awaluddin, (2016). Dynamic performance standards require further analysis and development of Human Resources in all private universities.

The work productivity of existing lecturers can be increased through careful human resource planning so that they can produce something directly related to the interests of the private university. Organizational Commitment, Job Satisfaction and Good Organizational Culture can also support the success of private universities in achieving their goals.

Organizational commitment is formed from the attitude of the lecturer in dealing with the work situation at the PTS. Organizational commitment is needed as an indicator of lecturer performance. Performance appraisal is important because it directly reflects the organization's strategic plan (RENSTRA).

As a counter-achievement of all the work ability, time and energy given by the lecturer to the private university, the private university provides job satisfaction to its lecturers. Errors

in applying the Job Satisfaction system will result in organizational commitment and lack of job satisfaction among lecturers.

Facing the above conditions, universities must make fundamental changes that include the values of organizational culture, systems, and structures. The values that support this culture are formed through the historical journey of the private university, because these values are believed to be the key to the success of private university.

Assets are a very important key for the development and achievement of PTS goals, this can be seen in the assessment criteria of BAN-PT or LAM-PT Kes. Every private university wants employees who are willing to perform tasks that are not listed in their job descriptions. Hendrawan & Sucahyawati, (2017), emphasize that cooperative and helpful behaviors that are outside the formal requirements are very important for the functioning of the organization. Additional behaviors outside of job descriptions in organizations are often referred to as organizational citizenship behavior. Robbins & Judge, (2008) put forward the facts that show that organizations that have employees who have good OCB will have better performance than other organizations. In today's dynamic world of work, where tasks are increasingly being carried out in teams and flexibility is critical, organizations need employees who will perform OCB.

The Association of Indonesian Private Universities is a professional organization consisting of all private universities and all Private Higher Education Organizing Legal Entities throughout Indonesia. The APTISI organization has been registered with the Directorate General of Social and Political Affairs, Ministry of Home Affairs No. 123 of 1999/VIP. APTISI represents the aspirations of more than 3000 Private Universities in Indonesia, besides being committed to developing programs to advance private university. and national education, it also positions itself as a critical partner of the government in nation building.

Employee commitment to the organization can be measured in several ways using the indicators of organizational commitment proposed by Meyer & Allen, (1997) based on three dimensions, as follows:

- a. Affective commitment
- b. Continuance commitment
- c. Normative commitment

The organizational culture that is built can provide space for lecturer behavior that can encourage increased job satisfaction. In Mariam, (2009) the dimensions of organizational culture are as follows:

- a. Hostility.
- b. Professionalism.
- c. Regularity.
- d. Distance from management.
- e. Trust your co-workers.
- f. Integration.

According to Organ, (2006), Organizational citizenship behavior is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness, which has the following dimensions:

- a. Altruism (helpful attitude)
- b. Conscientiousness (obedient to rules)
- c. Sportsmanship (sportsmanship and positive attitude)
- d. Courtesy (Good and polite behavior)
- e. Civic virtue (attitude of involvement in the organization)

Job satisfaction is a stage that needs to be considered by the homebase or the shelter for private university lecturers. Meanwhile, Sunyoto (2012), defines job satisfaction as a reflection of one's feelings towards his work. This can be seen in the positive attitude of employees towards their work and everything they face in their work environment. According to Smith, Kendall & Hulin in Soegandhi, (2013) are:

- a. Work It self
- b. Supervision,
- c. Workers,
- d. Promotion),
- e. Pay,

Various phenomena of lecturers in private universities that usually appear are not yet participants of the Employment Social Security (JAMSOSTEK), lecturers often move from one institution to another, this results in a decrease in the organization's ability to obtain and maintain reliable human resources by giving the impression that the organization is not a place to be. more interesting work, the number of lecturers is not proportional to the ratio of the needs of a campus so that it seems that there is no need analysis for human resources, besides that there are teaching staff who are asked to teach without being registered nationally, such as the number of education staff (NITK), number National Lecturer Registration Number (NIDN), Novice Lecturer Serial Number (NUP), Special Lecturer Identification Number (NIDK), because this registration number is used as the basis for coordination activities between team members, between working groups, and the government.

METHOD

This research was conducted at APTISI IXa Central Sulawesi. This place was chosen because of indications of problems related to Organizational Citizenship Behavior. The object of this research is the independent variable (X) which consists of organizational commitment and organizational culture variables, the dependent variable (Z) is organizational citizenship behavior variable, and the mediating variable (Y) is job satisfaction.

The research population was 1886 lecturers at private universities (PTS) in the working area of APTISI IXa, Central Sulawesi. Seeing the large population, this study uses the Probability Sampling technique with the Slovin formula to obtain Proportional Random Sampling as many as 330 research samples. This type of research used a quantitative approach, namely a research approach that is carried out by processing and presenting data using statistical methods. Sugiyono, (2013). The data were collected using a questionnaire, which is by providing a set of list of questions to be answered by the respondents. Data analysis in this study used SPSS ver.20. as a database and classical assumption test analysis, Structural Equation Modeling (SEM) with Software Analysis Moment of Structural (AMOS) ver.2.0. as a modeling application, and sobel test calculator, to see the significance of direct and indirect relationships.

RESULT AND DISCUSSION

Result

Normality testing in this study was carried out by analyzing histogram graphs, Normal P-P Plot of Regression Standardized Residual graphs, and Kolmogorov Smirnov One Sample test.

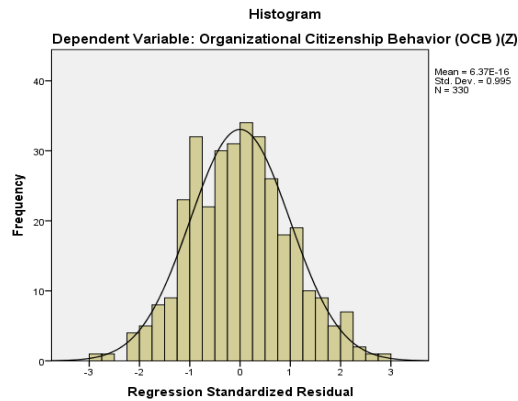


Figure 2
Normalitas

Source: Primary data processed, 2021

The histogram above shows a normal distribution pattern. Because it shows the graph following the distribution of the normal curve, where the curve is a bell-shaped curve that does not deviate to the left or right.

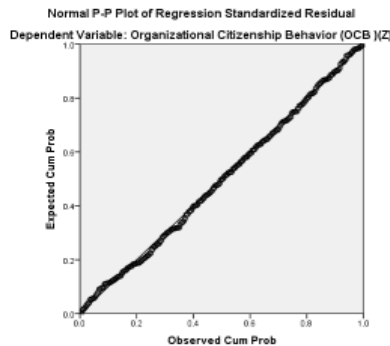


Figure 2
Scaterplots

Source: Primary data processed, 2021

The Normal P-P Plot of Regression Standardized Residual graph above shows that the distribution of data (in the form of dots) is around the diagonal line and its distribution follows the direction of the diagonal line, so that the assumption of normality can be met.

Table 1
Kolmogorov Smirnov, One Sample Test Results
One-Sample Kolmogorov-Smirnov Test

N		(Organizational CommitmentX1)	Organizational Culture (X2)	(OCB) (Z)	Kepuasan Kerja(Y)
		330	330	330	330
Normal Parameters ^{a,b}	Mean	81,3909	60,0788	70,3515	70,3545
	Std. Deviation	17,48682	12,57222	12,84881	12,18993
Most Extreme Differences	Absolute	,034	,045	,039	,042
	Positive	,027	,041	,035	,035
	Negative	-,034	-,045	-,039	-,042
Test Statistic		,034	,045	,039	,042
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.099 ^c	.200 ^{c,d}	.200 ^{c,d}

Source: primary Data Processed, 2021

Overall, by using the histogram graph method, the Normal P-P Plot of Regression Standardized Residual graph, and the One Sample Kolmogorov-Smirnov it can be stated that the research data meets the assumptions of normality of the data and the model is feasible to use. From the results of the analysis that has been carried out, hypothesis testing is carried out in the figure below:

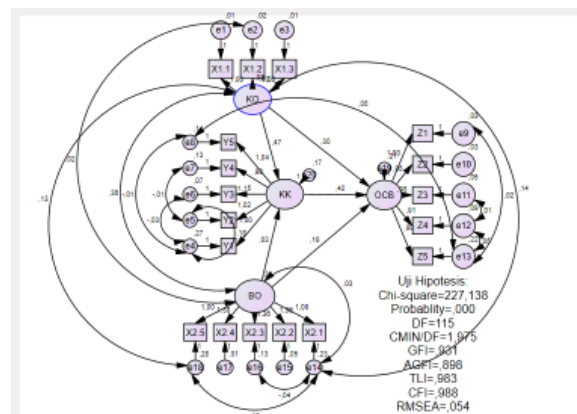


Figure 3
Data Processing Result

Source: primary Data Processed, 2021

By using the above model, we get a table of Regression Weights, direct indirect effects, on the SEM-AMOS application,20. and Sobel test.

Table 2
Regression Weights

	Estimate	S.E.	C.R.	P
KK <-- BO	,025	,085	,293	,769
KK <-- KO	,471	,073	6,434	***
OCB <-- KK	,416	,072	5,759	***
OCB <-- KO	,304	,080	3,801	***
OCB <-- BO	,177	,096	1,839	,066

Source: primary Data Processed, 2021

The purpose of testing this hypothesis is intended to find out the relationships between each of the variables studied. The importance of the relationship between each variable in this study can be observed in the figure and table above. The significant value between the constructs, namely p-values, determines whether a hypothesis is accepted ($p < 0.05$) or rejected ($p > 0.05$).

Waluyo, (2016) The direct effect is the coefficient of the line with the arrow at one end and occurs in the two constructs designated by the one-way arrow. The following table shows the results of SEM analysis as a test step for the direct effect hypothesis that assesses the relationship of exogenous variables to endogenous variables:

Table 3
Direct Effects
(Group number 1 - Default model)

	BO	KO	KK	OCB
KK	,017	,472	,000	,000
OCB	,127	,339	,419	,000

Source: primary Data Processed, 2021

Waluyo, (2016) Indirect effects are effects that appear through an intermediate variable and occur in two constructs that are not directed by one-way arrows. The results of the SEM analysis as a step to test the indirect effect hypothesis are as follows.

Table 4
Indirect Effects
(Group number 1 - Default model)

	BO	KO	KK	OCB
KK	,000	,000	,000	,000
OCB	,007	,197	,000	,000

Source: primary Data Processed, 2021

Waluyo (2016) The total effect is the effect of various relationships, the total effect is a combination of direct and indirect effects. Because of the direct influence and indirect influence

between variables in this research model. Preacher & Leonardelli, (2001) Sobel test is a test to determine whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship and the Sobel test works well only in large samples.

Table 5
Direct and Indirect Effect

Construct	Total Effects	Sobel Test	<i>p-value</i>
KO --> KK --> OCB	0,536	0.29373731	0,00001617
BO --> KK --> OCB	0,134	4.30421839	0.76895864
KO --> KK	0,472		
BO --> KK	0,017		
KK --> OCB	0,419		

Source: primary Data Processed, 2021

Based on the measurement results, it is known that the exogenous variable that has the largest total effect is the organizational commitment variable, which is 0.472. And the smallest effect is the influence of organizational culture that is equal to 0.017

Seeing the small effect of organizational culture and its positive value, it can be concluded that this culture can be improved and improved again, of course, the role of all parties is needed to improve this organizational culture.

This result is in line with the results of research conducted by (Oemar, 2013) which states that the more positive employees are in assessing organizational culture and the more involved they are in the organization in their agency, the tendency of organizational citizenship behavior will also increase.

Fung et al., (2015) stated that, social exchange theory is the belief that when employees are treated well by the company, they will act and behave more positively towards the company. Everyone will always try to return the favor to anyone who has helped him.

CONCLUSION

Based on the analysis of the research results and the discussion in the previous section, the following conclusions can be drawn:

1. Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB) in the Association of Private Universities Region IXA Central Sulawesi.
2. Organizational Culture has no significant effect on Organizational Citizenship Behavior (OCB) at the Association of Private Universities Region IXA Central Sulawesi.
3. Organizational Commitment has a significant effect on Job Satisfaction at the Association of Private Universities Region IXA Central Sulawesi.
4. Does Organizational Culture have no significant effect on Job Satisfaction at the Association of Private Universities Region IXA Central Sulawesi.
5. Job Satisfaction has a significant effect on Organizational Citizenship Behavior in the Association of Private Universities Region IXA Central Sulawesi.
6. Organizational Commitment through Job Satisfaction has an effect on Organizational Citizenship Behavior at the Association of Private Universities Region IXA Central Sulawesi.

7. Organizational Culture through Job Satisfaction has an effect on Organizational Citizenship Behavior in the Association of Private Universities Region IXA Central Sulawesi.

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