

# Organizational Culture, Organizational Commitment and Employees' Performance: The Mediating Role of Organizational Citizenship Behavior

Sekundina Williana Kusumaningsih<sup>1</sup>, Freddy Ong<sup>2</sup>, Dhaniel Hutagalung<sup>3</sup>, Sucipto Basuki<sup>4</sup>, Masduki Asbari<sup>5\*</sup>, Agus Purwanto<sup>6</sup>

<sup>1,2,5,6</sup>Pelita Harapan University

<sup>3</sup>Sekolah Tinggi Ilmu Ekonomi Insan Pembangunan

<sup>4,5</sup>STMIK Insan Pembangunan

\*Corresponding author: kangmasduki.ssi@gmail.com

## Article Info

Volume 83

Page Number: 18277 - 18294

Publication Issue:

March - April 2020

**Abstract:** This study aimed to know the influence of organizational commitment and organizational culture on employees' performance through organizational citizenship behavior (OCB) as a mediating variable. This study is quantitative research. Data were collected by using simple random sampling via electronic to the employees' population in Indonesia pulp & paper industry. The number of returned and valid questionnaires was 569. Data were processed by using SEM with SmartPLS 3.0. The results of the study concluded that organizational commitment and organizational culture had positive and significant influence on employees' performance, both directly and indirectly through a mediating effect of organizational citizenship behavior (OCB). This study proposed a model for improving performance of employees in Indonesian pulp & paper industry by organizational commitment and organizational culture through organizational citizenship behavior (OCB) as a mediator. This study can open the way to improve employee readiness in facing industrial revolution 4.0 era.

## Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 30 April 2020

**Keywords:** Employees' performance, organizational citizenship behavior (OCB), organizational commitment, organizational culture.

## I. INTRODUCTION

The current era of globalization requires companies to increase work productivity. Productivity has an impact on other activities. Productivity can increase job satisfaction, encourage job simplification, increase integration, and work specialization. Increased productivity, in addition to providing job satisfaction to individual workers or groups, also encourages them to improve their performance even better (Wibowo, 2014). To

improve performance there are many factors that can affect performance, including human resource management.

Human resource management plays an important role in the process of organizational growth. Rivai & Sagala (2009) explained that human resource management has the main task of managing people as effectively as possible and has functions such as planning (planning), organizing, directing

and controlling. With the functions carried out by human resource management, it is expected to create good employee performance, especially to form an ideal work culture and have a positive effect on a good work climate in the organization. A good organization cannot be separated from a good work culture. A good work culture serves as the company's internal integration in order to get high productivity. Sobirin (2007) said that successful companies turned out to have a strong culture. With this strong organizational culture the company can improve its performance.

According Sobirin (2009) culture is a basic assumption pattern shared by a group of people after they have previously studied and believed the truth of assumption pattern as a way to resolve various issues related to external adaptation and internal integration, so the basic assumption pattern needs taught to new members as the correct way to perceive, think and express their feelings in relation to organizational problems. From this definition it can be seen that a strong organizational culture is a culture that can streng then internal company and can adapt well to surrounding environment. According to Sobirin (2009) a strong organizational culture does not always have a positive effect on the company. But a successful company is not just having a strong culture but a strong culture must be compatible with the environment. This strong culture can only produce short-term performance.

Organizational culture is not the only factor that can affect employee performance improvement. So it needs moderating variables to clarify the extent of contribution organizational culture to improving employee performance. Robbins (in Sobirin 2009) said that the relationship between culture and company performance is modest (not too strong) so it needs moderating variables to clarify the extent of contribution organizational culture to company

performance. Culture as an organizational software must be compatible with its hardware, for example culture must be compatible with management strategies. The need for compatibility and influence of moderating variables shows that organizational culture cannot stand alone, which must be supported by other variables (Sobirin 2009). However, in this study, researchers used an intervening variable, Organizational Citizenship Behavior (OCB) to determine the extent of organizational commitment and organizational culture to enable OCB to improve employees performance of Indonesian pulp & paper industry. Mediation variable Organizational Citizenship Behavior (OCB) in this study is an indirect effect that is expected to have a more significant influence on employee performance compared to its direct influence, organizational commitment and organizational culture on employee performance.

According to Fitriastuti (2013) organizational commitment has a significant positive effect on employee work. This research suggests that employees with high commitment will be loyal and willing to do whatever is needed by the organization where they work and will maintain their participation in organizational activities. The study also found that Organizational Citizenship Behavior (OCB) had a significant positive effect on employee performance. Another study conducted by Rini et al (2013) found that organizational culture had a positive and significant effect on Organizational Citizenship Behavior (OCB). While research conducted by Ristiana (2013) found that organizational commitment had a positive and significant effect on Organizational Citizenship Behavior (OCB).

## 1. LITERATURE REVIEW

### **Organizational Commitment**

According to Meyer, Allen& Smith (1993), organizational commitment is a situation

where an employee has a dedicated work, which makes the employee have desire to give more power and responsibility to support the welfare and success of the organization where he works. Luthans (2005) defines commitment as the first strong desire to remain as a member of a particular organization; secondly the desire to strive according to the wishes of the organization; and thirdly certain beliefs, and acceptance of organizational values and goals. According to Luthans the attitude of organizational commitment is determined according to variables of people (age, position in the organization, and dispositions such as positive or negative effectiveness, attribution of internal or external control) and organization (job design, values, support, and supervisory leadership style). Even non-organizational factors, such as the existence of alternatives after deciding to join the organization, will influence subsequent commitments. Indicators of organizational commitment Meyer, Allen & Smith (1993) are three dimensions as follows: first, affective commitment, i.e. Proud as a member of the organization, Maintaining the good name of the organization, Caring for the fate of the organization, emotionally bound. Secondly, continuance commitment ) that is working on a whim and encouragement from oneself, Institutions are able to meet the monthly needs of employees, Requires personal sacrifice, Difficult to leave the organization. Third, normative commitment (normative commitment), namely: Work according to hours that have been determined based on applicable regulations, Dare to take risks, Work in accordance with expertise.

### Organizational Culture

According to Sobirin (2009) In general, the concept of organizational culture is divided into two, namely: First, ideational school and second, adaptionist school. Then the combined definition of the two schools is the realist school. Ideational schools look more at the culture of an organization than what is shared (understood, imbued and embraced by theorist organizations that use an anthropological approach as its basis. Adaptationist schools see

culture from what can be observed both from organizational buildings such as architecture / physical building layout an organization or from the people involved in it such as their behavior patterns and ways of communicating, while realist schools recognize that organizational culture is a complex thing that cannot be understood only from the behavior patterns of their people but also the source of that behavior.

Luthans (2006) defines recognizing the importance of same norms and values that guide the behavior of organizational members. There is research that says that newcomers not only need to be taught cultural values, but they also need to find and study organizational culture. Indicators from Luthans (2005) that can be used in assessing organizational culture in this organization are: Observed behavioral rules namely (there is a sense of pleasure following the instructions activities of superiors, employees respect each other, there is a close sense of kinship between employees, the presence a sense of similarity unity between employees), norms (discipline at work, honesty at work, professional at work), dominant values (prioritizing good performance, synergy with superiors to achieve company goals, synergy with fellow employees to achieve company goals, good corporate governance ), philosophy (creating a sense of security for employees, proud to be part of the company, having a sense of pleasure at work), rules (comply with rules set for employees, always trying to learn techniques and work procedures are always ready to correct any mistakes, organizational climate, comfort when working, the mutual attitude open with fellow employees, feelings of mutual trust between employees).

### Organizational Citizenship Behavior (OCB)

Luthans (2005) defines Organizational Citizenship Behavior (OCB) as "individual behavior that is free to choose, is not regulated directly or explicitly by the formal reward

system, and gradually promotes effective organizational functions.” This personality base for Organizational Citizenship Behavior (OCB) reflects the trait / traitpredis of employee positions that are cooperative, helpful, caring, and serious. Attitude basis indicates that employees are involved in Organizational Citizenship Behavior (OCB) to reciprocate organizational actions. However, what is more important for Organizational Citizenship Behavior (OCB) is that employees must feel that they are treated fairly, that procedures and results are fair. Besides the extra role or outside the "call of duty" another main dimension is that Organizational Citizenship Behavior (OCB) is free to choose and that Organizational Citizenship Behavior (OCB) does not need to be regulated by a formal organizational reward system.

Organ, Podsakoff, & MacKenzie (2005) define Organizational Citizenship Behavior (OCB) "as individual discretionary behavior that does not directly or explicitly exist in formal reward systems, and as a whole enhances organizational functions efficiently and effectively". Organ, Podsakoff, & MacKenzie (2005) who built a framework based on Organ (1988) identified five main categories of Organizational Citizenship Behavior (OCB) consisting of: Altruism (concerned with others), namely: Willing to help others who are absent / on leave / not entering / resting work, Willing to help others who have heavy workloads, Willing to help give orientation to new people even if they are not needed, Willing to help others who have work problems, Always ready to help others around them. Conscientiousness (prudence) that is Present at work earlier than the rules that have been set, Do not use time off for nothing, Comply with company rules and regulations even though no one is watching, Become one of the most careful employees, You are sure that you will give a proper business day for proper payment. Sportsmanship (positive attitude) that uses a lot of time not to complain about things that

are trivial, Always think positively of every mistake, Tend to make the environment better, Always critical of the organization, Trying to provide input to the company. Courtesy (honor) namely: Taking steps to prevent problems with other employees, Being aware of how my behavior can affect the work of others, Not abusing or exercising the rights of others, Trying to avoid problems with coworkers, Noting the impact of my own actions on other colleagues. Civic Virtue (member virtue) namely; Attend meetings that are not mandatory, but are considered important, attend activities that can help the company's image, follow changes in the organization, read and follow announcements, organizational memos, etc.

### Employee performance

According to Bernardin & Russel (2003) performance is a record of the results obtained from certain job functions or activities during a certain period of time. A person's performance can be measured based on 6 criteria produced from the work in question. Kasmir (2016) simply defines performance as a result of work and work behavior that has been achieved in completing tasks and responsibilities given within a certain period. A person's performance can be measured based on 6 criteria produced from the work in question. The indicators of Bernardin & Russel (2003), states there are 6 basic criteria or dimensions to measure performance, namely: Quality of work (Working as much as possible in accordance with the capabilities possessed, Doing everything well). Quantity (Working in accordance with procedures and targets set by the company). Timeliness (Able to complete work faster than the set time). Cost effectiveness (Work puts forward cost efficiency). Need for supervision (Able to work without needing supervision assistance, Work in compliance with the rules set by the company, Work with full responsibility, Willing to be criticized and correct any mistakes.

**Relationship of Organizational**



### **Commitment with Organizational Citizenship Behavior (OCB).**

Research conducted by Ristiana (2013) found that the average respondent had high scores on organizational commitment and organizational Citizenship Behavior (OCB). Confirmatory Factor Analysis (CFA) test results on organizational commitment variables, it is known that organizational commitment variables whose indicators of pride become part of the Bhayangkara Hospital organization, have the highest contribution. While the Confirmatory Factor Analysis (CFA) test on the Organizational Citizenship Behavior (OCB) variable knows that the indicator about paying attention to every announcement from the organization, has the highest contribution among other items. This research also studies the Effect of Organizational Citizenship Behavior (OCB) on Performance. Based on the results of descriptive analysis, the average respondent highly valued the Organizational Citizenship Behavior (OCB) variable and the employee performance variable. The results of Confirmatory Factor Analysis (CFA) variable of Organizational Citizenship Behavior (OCB), the indicator of which is to pay attention to every announcement from the organization, have the highest contribution among the indicators of Organizational Citizenship Behavior (OCB). While the Confirmatory Factor Analysis (CFA) test results of employee performance variables, the indicator that is trying to complete the task given on time is the highest influence. This study supported by Rita et al (2018), Jehanzeb&Mohanty (2019), Indarti et al (2017).

Research conducted by Zyias-Ortiz et al (2015) presents the relationship between gender, age, place and seniority demographic variables in organizations and behavioral demonstrations in Organizational Citizenship Behavior (OCB) and their dimensions. This study compared the mean value of Organizational Citizenship Behavior (OCB) and its dimensions with gender variables, found no statistically significant differences in all comparisons. Then there was also no

statistically significant difference in all comparisons. Whereas based on seniority in the years the employee was in organization there was no significance level of behavior (OCB) found in the company. Research conducted by Mesbahi (2017) to determine the formation of Organizational Citizenship Behavior (OCB) behavior based on service motivation, social capital and organizational commitment. From this study it was found that the results showed that there was a significant positive relationship between service-oriented motivation and organizational commitment, organizational citizenship behavior and social capital. This study is in line with the conclusions of Devece, Palacios-Marqués, D. & Pilar Alguacil (2016).

*H1: There is a significant positive effect on organizational commitment to organizational citizenship behavior (OCB)*

### **Relationship between Organizational Culture and Organizational Citizenship Behavior (OCB)**

Research conducted by Arumi, Aldrin&Murti (2019), Pham et al (2018), Yaseen et al. (2015) analyzing the relationship between Organizational Culture and Organizational Citizenship Behavior (OCB) shows that there is a positive relationship between these constructs. The results of this study are that Organizational Citizenship Behavior (OCB) depends on how the organization establishes and communicates cultural meaning and equality to its employees. Research conducted by Teh et al (2012) revealed that "appreciation" is a dimension in organizational culture that has a significant influence on citizenship behavior (OCB) of academic staff, and shows that academic staff's willingness to go the extra mile (citizenship behavior) can be influenced by processes Performance appraisal and organizational culture. This study has implications for human resource practitioners, where personnel involved in the assessment of academic staff must be trained to align and

connect the organization's vision, values and goals with the assessment process. Management of higher education organizations must carefully maintain positive relationships with academic staff, so employees are more likely to exhibit positive Organizational Citizenship Behavior (OCB).

*H2: There is a significant positive effect on organizational culture on Organizational Citizenship Behavior (OCB)*

### **Relationship of Organizational Commitment to Employee Performance**

Research conducted by Fitirastuti (2013) found that employees who have high organizational commitment in this study, means that employees will have full responsibility for their work and can perform their work functions without asking for help from others. These feelings influence employees to try continue to improve their performance with the aim of organizational progress. The results of this study have consistency to strengthen the justification of previous research which explains that organizational commitment variables have a positive effect on employee performance (Hakim & Fernandes, 2017). Research conducted by Ristiana (2013) found that the results of the Confirmatory Factor Analysis (CFA) test of organizational commitment variables had the highest contribution to the performance of its employees among other items. While employee performance variables with indicators about trying to complete a task given on time is the highest which has an influence on the performance of employees.

Research conducted by Asbari, Santoso & Purwanto (2019) proves that organizational commitment variables significantly influence employee performance. This means that if the organizational commitment variable changes (increases) more positively, employee performance will also increase more positively. This study is in line with the conclusions of Santoso, Purwanto & Asbari (2019), Puwanto et al (2019), Purwanto et al

(2020), Asbari et al (2019), Asbari (2019), Asbari et al (2020), Soomro & Shah (2019), Devece, Palacios-Marqués, D. & Pilar Alguacil (2016).

*H3: There is a significant positive effect on organizational commitment to employee performance*

### **Relationship between Organizational Culture and Employee Performance.**

Research conducted by Asbari, Santoso & Purwanto (2019), Joushan et al (2015) found that organizational culture on performance has a very strong culture because its employees not only make organizational culture a slogan, but are understood, lived, obeyed and expressed in behavior daily. The implementation of organizational culture such as employees want to continue to improve their competence, try to act innovative, communicate without being limited by hierarchy, there is an interest in expressing criticism and suggestions and feel to be one with the company. Research conducted by Prameswari (2020), Soomro & Shah (2019), Devece, Palacios-Marqués & Pilar Alguacil (2016) found that organizational culture has a significant effect on employee performance.

*H4: There is a significant positive influence on organizational culture on employee performance*

### **Relationship of Organizational Citizenship Behavior (OCB) with Employee Performance**

Research conducted by Ebrahimzadeh & Gholami (2015) found that organizational commitment, organizational identity of the International Citizenship Behavior (OCB) had a positive and direct effect on employee performance. Also the emergence of Organizational Citizenship Behavior (OCB) and can reduce the severity effect of identity and organizational commitment on employee performance. Organizations can improve employee performance and show the positive effects of organizational commitment and

identity and organizational Citizenship Behavior (OCB).

Research conducted by Fitirastuti (2013) with the title influence of emotional intelligence, organizational commitment and Organizational Citizenship Behavior (OCB) on employee performance, with indicators of Organizational Citizenship Behavior (OCB) according to Podsakof et al. (1998) namely conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Found that Organizational Citizenship Behavior (OCB) had a significant positive effect on employee performance. This study supported by Hakim & Fernandes (2017), Basu, Pradhan & Tewari (2017), Devece, Palacios-Marqués & Pilar Alguacil (2016).

*H5: There is a significant positive effect of Organizational Citizenship Behavior (OCB) on employee performance*

#### **Relationship between Organizational Commitment and Employee Performance through Organizational Citizenship Behavior**

The study conducted by Harwiki (2013) who tested the influence of servant leadership to organization culture, organizational commitment, Organizational Citizenship Behavior (OCB) and employee performance. The result of this study was there is not significance relation between organizational commitment, organizational citizenship behavior (OCB) and employee performance. Meanwhile, the research result of Purnama (2013) showed organizational commitment and organizational citizenship behavior (OCB) effect on organizational performance. This study supported by Hakim & Fernandes (2017).

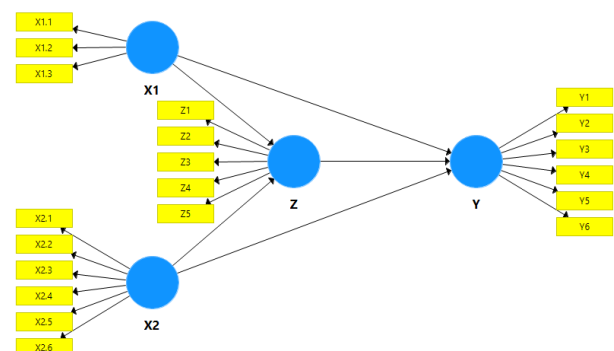
*H6: There is a significant relation between organizational commitment and employee*

*performance through organizational citizenship behavior.*

#### **Relationship between Organizational Culture and Employee Performance through Organizational Citizenship Behavior**

The study conducted by Harwiki (2013) who tested the influence of servant leadership to organization culture, organizational commitment, organizational citizenship behavior (OCB) and employee performance. The result of this study was there is positive significance relation between organizational culture, Organizational Citizenship Behavior (OCB) and employee performance. The result of that study supported by Purnama (2013) showed organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB) affects organizational performance.

*H7: There is a significant relation between organizational culture and employee performance through organizational citizenship behavior.*



**Figure 1: Research Model**

### III. RESEARCH METHODOLOGY

#### Operational Definitions of Variables and Indicators

This study used quantitative methods. Data were collected by distributing questionnaires to all employees in companies. This study used 3 items to measure organizational commitment by Meyer & Allen (1997) and used 6 items to measure organizational culture by Lutahns (2005). Organizational citizenship behavior by Organ, Podsakoff & MacKenzie (2005) was measured by using 5 items. Employee performance by Bernardin & Russel (1993) was measured by using 6 items. This study uses close-ended questionnaires except for questions/statements about the identity of respondents in the form of semi-open questionnaires. Each closed question/statement item has five answer options, namely: strongly agree (SS) with a score of 5, agree (S) with a score of 4, fairly disagree (KS) with a score of 3, disagree (TS) with a score of 2, and strongly disagree (STS) with a score of 1. Data were processed by using the PLS method with SmartPLS version 3.0 software.

#### Population and Sample

The population in this study were pulp & paper employees in Indonesia which numbers were not identified. The questionnaire was distributed electronically with a simple random sampling technique. The number of returned questionnaires was 591 and valid questionnaires was 569. So, 96.28% questionnaires were valid from the number of questionnaires collected.

### IV. RESULTS AND DISCUSSION

#### Sample Description

**Table 1. Sample Descriptive Information**

Criteria	Amount	%
Age (per March 2020)		
< 30 years old	237	41.61%
30 - 40 years old	222	39.08%

	> 40 years old	110	19.31%
Working period as a permanent employee	< 5 years old	26	4.50%
	5-10 years old	406	71.30%
	> 10 years old	137	24.08%
Last formal education	Bachelor degree	73	12.75%
	Senior High School / Equal	385	67.70%
	≤ Junior High Company	111	19.55%

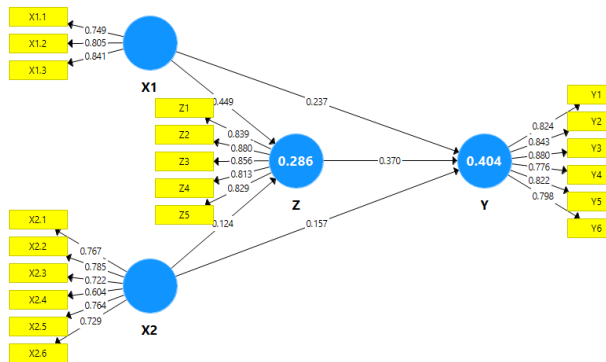
#### Test Results Validity and Reliability of Research Indicators

Measurement model tests include convergent validity, discriminant validity, and composite reliability tests. The results of PLS analysis can be used to test the hypothesis if all indicators in PLS model meet the requirements of convergent validity, discriminant validity, and reliability tests.

#### Convergent Validity Testing

Convergent validity test is performed by looking at the loading factor value of each indicator to the construct. For most references, a loading factor of 0.5 or more is considered to have validation that is strong enough to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghazali, 2014). In this study, the minimum acceptable loading factor is 0.5, with the condition that AVE value for each construct is > 0.5 (Ghozali, 2014).





**Figure 2. Valid Model Estimation**

Based on PLS model estimation results in the figure above, all indicators had a loading factor value above 0.5 so that the model met the convergent validity requirements. Apart from looking at the loading factor value of each indicator, convergent validity was also assessed from the AVE value of each construct. The AVE value for each construct was already above 0.5. So the convergent validity of this study met the requirements. The value of items loadings, Cronbach's alpha, composite reliability and AVE of each construct can be seen in Table 2:

**Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)**

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Organizational Commitment (X1)	X1.1	0.778	0.721	0.841	0.639
	X1.2	0.815			
	X1.3	0.841			
Organizational Culture (X2)	X2.1	0.756	0.848	0.872	0.534
	X2.2	0.783			
	X2.3	0.746			
	X2.4	0.671			
	X2.5	0.736			
	X2.6	0.703			
Organizational Citizenship Behavior (Z)	Z1	0.811	0.899	0.925	0.712
	Z2	0.864			
	Z3	0.850			
	Z4	0.817			
	Z5	0.840			
Employees' Performance (Y)	Y1	0.798	0.905	0.927	0.680
	Y2	0.810			
	Y3	0.852			
	Y4	0.790			
	Y5	0.827			
	Y6	0.785			

### Discriminant Validity Testing

A discriminant validity test is carried out to ensure that each concept of each latent variable is different from the other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the

diagonal) exceeds the correlation between the construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity test by using AVE squared values or by looking at the Fornell-Larcker Criterion Value can be seen in Table 3 and Table 4:

**Table 3. Item Loading and Cross-Loading**

	<b>X1</b>	<b>X2</b>	<b>Y</b>	<b>Z</b>
X1.1	<b>0.778</b>	0.479	0.418	0.406
X1.2	<b>0.815</b>	0.432	0.443	0.390
X1.3	<b>0.841</b>	0.604	0.546	0.501
X2.1	0.367	<b>0.756</b>	0.298	0.243
X2.2	0.431	<b>0.783</b>	0.353	0.314
X2.3	0.390	<b>0.746</b>	0.334	0.257
X2.4	0.337	<b>0.671</b>	0.181	0.099
X2.5	0.403	<b>0.736</b>	0.336	0.305
X2.6	0.652	<b>0.703</b>	0.526	0.493
Y1	0.491	0.410	<b>0.798</b>	0.503

Y2	0.476	0.435	<b>0.810</b>	0.464
Y3	0.488	0.422	<b>0.852</b>	0.473
Y4	0.476	0.427	<b>0.790</b>	0.461
Y5	0.478	0.405	<b>0.827</b>	0.484
Y6	0.427	0.365	<b>0.785</b>	0.452
Z1	0.420	0.349	0.494	<b>0.811</b>
Z2	0.464	0.363	0.520	<b>0.864</b>
Z3	0.391	0.320	0.481	<b>0.850</b>
Z4	0.477	0.397	0.481	<b>0.817</b>
Z5	0.490	0.418	0.486	<b>0.840</b>

**Table 4. Discriminant Validity**

<b>Variables</b>	<b>X1</b>	<b>X2</b>	<b>Y</b>	<b>Z</b>
<b>X1</b>	<b>0.799</b>			
<b>X2</b>	0.625	<b>0.731</b>		
<b>Y</b>	0.530	0.455	<b>0.825</b>	
<b>Z</b>	0.526	0.404	0.558	<b>0.844</b>

The results of discriminant validity test in Table 4 showed that all constructs had the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model met the discriminant validity.

### Construct Reliability Testing

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7. (Ghozali, 2014). The reliability test results in table 2 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the required reliability.

### Hypothesis Testing

Hypothesis testing in PLS is also called the inner model test. This test includes a test of the significance of direct and indirect effects and measurement magnitude influence of exogenous variables on endogenous variables. To find out the influence of tacit and explicit knowledge sharing on organizational learning and innovation capability, a direct influence test is needed. The direct effect test is performed using the t-statistic test in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as in the table below:

**Table 5. R Square Value**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Y</b>	0.404	0.400
<b>Z</b>	0.286	0.284

**Table 6. Hypotheses Testing**

<b>Hypotheses</b>	<b>Relationship</b>	<b>Beta</b>	<b>SE</b>	<b>T Statistics</b>	<b>P-Values</b>	<b>Decision</b>
H1	X1 -> Z	0.449	0.042	9.130	0.000	Supported
H2	X2 -> Z	0.124	0.039	4.405	0.000	Supported
H3	X1 -> Y	0.449	0.046	6.240	0.000	Supported
H4	X2 -> Y	0.157	0.038	4.473	0.000	Supported
H5	Z -> Y	0.370	0.044	8.075	0.000	Supported
H6	X1 -> Z -> Y	0.166	0.025	6.194	0.000	Supported
H7	X2 -> Z -> Y	0.046	0.017	3.688	0.000	Supported

Based on Table 5 above, the value of R Square of Z was 0.286 which means that organizational citizenship behavior (Z) was explained by organizational commitment (X1) and organizational culture (X2) variables by 28.6%, while the remaining 71.4% was explained by other variables not discussed in this study. Meanwhile, the value of R Square of employees' performance (Y) was 0.404 which means that the employees' performance variable was explained by by organizational commitment (X1), organizational culture (X2) and organizational citizenship behavior (Z) by 40.4%, while the remaining 59.6% was explained by other variables not discussed in this study. Table 5 shows T Statistics and P-Values which show the influence between variables.

### **Discussion**

The first hypothesis (H1) proposed is that organizational commitment (X1) significantly influences Organizational Citizenship Behavior (OCB) (Z), based on computing with the help of SmartPLS 3.0 shows that the significance value of organizational commitment (0,000) is smaller than 0.05 or ( 0,000 <0.05), or t count> t table or (9.130> 1.96). Then it can be concluded that the H2 hypothesis: "There is a significant influence of organizational commitment on Organizational Citizenship Behavior (OCB) employees are accepted. This can be interpreted as being proud as a member of the organization, maintaining the good name of the organization, caring about the condition of the organization, emotionally bound, working on a whim and encouragement from oneself, the institution

is able to meet the monthly needs of employees, requires personal sacrifice, difficult to leave the organization, work according with hours that have been determined based on applicable regulations, dare to take risks, work in accordance with expertise has a significant influence on organizational citizenship behavior (OCB). The results of this study are in line with research conducted by Ristiana (2013) and Zayas-Ortiz et al (2015).

The second hypothesis (H2) is that organizational culture significantly influences Organizational Citizenship Behavior (OCB). Based on computing with the help of SmartPLS 3.0, it shows that the significance value of organizational culture (0,000) is smaller than the significance value of 0.05 (0,000 <0.05). So it can be concluded that the first hypothesis (H2) is "accepted" or "there is a significant influence of organizational culture on organizational citizenship behavior (OCB) employees. The organizational culture of employees in the organization has a significant influence on the employee's Citizenship Behavior (OCB). This can be interpreted that the employee's pleasure to follow the instructions of activities from superiors, mutual respect for each other, have a family relationship, a sense of the same fellow employees, discipline, honest, professional at work, work well, work together with employees and superiors, have good governance good organization, have a sense of security, a sense of calm in the workplace, proud to be in the organization, obey the rules, master and learn work techniques, learn work procedures, open to other employees is a significant influence on Organizational Citizenship Behavior (OCB) employees. The results of this study are in line with the results of research conducted by Rini et al (2013), Yassen et al (2015).

The third hypothesis (H3) proposed is organizational commitment (X1) significantly influencing employee performance (Y). Based on computing with the help of SmartPLS 3.0 shows that the significance value of organizational commitment (0,000) is smaller than the significance value of 0.05 (0,000 <0.05). It can be concluded that the employment hypothesis (H3) is "accepted" or "there is a significant influence on organizational commitment to employee performance. This can be interpreted that being proud as a member of the organization, maintaining the good name of the organization, caring about the fate of the organization, being emotionally bound, working on a whim and encouragement from oneself, the Institution is able to meet the monthly needs of employees, requires personal sacrifice, difficult to leave the organization, work according with hours that have been determined based on applicable regulations, dare to take risks, work in accordance with expertise has a significant influence on employee performance. Previous research conducted by Sawitri et al (2016). Found that organizational commitment has a significant effect on employee performance. If the organizational commitment variable increases more positively, employee performance will also increase.

The fourth hypothesis (H4) proposed is organizational culture (X2) significantly influencing employee performance (Y). Based on computing with the help of SmartPLS 3.0, it shows that the significance value of organizational culture (0,000) is smaller than the significance value of 0.05 (0,000 <0.05). Then it can be concluded that the fourth hypothesis (H4) is "accepted" or "there is a significant influence of organizational culture on employee performance. This can be interpreted that employees are proud as members of the organization, maintain the good name of the organization, care about the fate of the



organization, emotionally bound, work on their own will and encouragement, the institution is able to meet the monthly needs of employees, requires personal sacrifice, difficult to leave the organization, work in accordance with the hours that have been determined based on applicable regulations, dare to take risks. The results of this study are in line with research conducted by Jousan et al (2015) and Kurniawati & Troena (2013) found that organizational culture influenced employee performance.

The fifth hypothesis (H5) proposed is Organizational Citizenship Behavior (OCB) (Z) significantly influence employee performance (Y). Based on computing with SmartPLS 3.0 assistance shows that the significance value of Organizational Citizenship Behavior (OCB) (0,000) is smaller than the significance value of 0.05 (0,000 <0.05). Then it can be concluded that the fifth hypothesis (H5) is "accepted" or "there is a significant influence of the Organizational Citizenship Behavior (OCB) on employee performance. The smaller significance value <0.05, the more it will affect employee performance. This means that if an employee is willing to replace a colleague who is absent, on leave or on a work break (absent), helps co-workers who have a heavy workload, helps the orientation process, helps co-workers who have work problems, comes to work early, does not use work time for useless things, obey organizational rules, be careful in working, give a work day that is appropriate for work in the organization, not use work time to complain about things that are trivial, think positive, critical of the organization, make the environment better, provide positive input to the organization, avoid making problems with other employees. This study is in line with research conducted by Fitriastuti (2013) and Sawitri et al (2016), found that Organizational Citizenship Behavior (OCB) affects employee performance.

The sixth hypothesis (H6) proposed is organizational commitment (X1) significantly influencing employee performance (Y) through organizational citizenship behavior (OCB) (Z). Based on computing with the help

of SmartPLS 3.0, it shows that the significance value of organizational commitment significantly influences employee performance through organizational citizenship behavior (OCB) is (0,000) smaller than the significance value of 0.05 (0,000 <0.05). Then it can be concluded that the sixth hypothesis (H6) is accepted or "there is a significant influence on organizational commitment to employee performance through organizational citizenship behavior (OCB)."

The seventh hypothesis (H7) proposed is organizational culture (X2) significantly influencing employee performance (Y) through organizational citizenship behavior (OCB) (Z). Based on computing with the help of SmartPLS 3.0, it shows that the significance value of organizational culture significantly influences employee performance through organizational citizenship behavior (OCB) is (0,000) smaller than the significance value of 0.05 (0,000 <0.05). Then it can be concluded that the seventh hypothesis (H7) is accepted or "there is a significant influence of organizational culture on employee performance through organizational citizenship behavior (OCB)."

## V.CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of research conducted on employee performance in the Indonesian pulp & paper industry, it can be concluded as follows: Organizational commitment (X1) significantly influences organizational citizenship behavior (OCB) (Z), organizational culture (X2) significantly influences organizational citizenship behavior (OCB) (Z), organizational commitment (X1) influential significantly on employee performance (Y), organizational culture (X2) significantly influence employee performance (Y), organizational citizenship behavior (OCB) (Z) significantly influence employee performance (Y) organizational commitment (X1) significantly influence performance employees (Y) through organizational citizenship behavior (OCB) (Z),

organizational culture (X2) influentially significant on employee performance (Y) through organizational citizenship behavior (OCB) (Z).

### Suggestion

Based on the findings, the researchers included suggestions addressed to the employees of Indonesian pulp & paper industry as follows: first, there should be a transactional reward system (remuneration system). Because an employee will do the work voluntarily if there are transactional rewards. For example: remuneration system, where the performance of an employee is measured and determined based on the level of employee performance. second, make an integrated system, so that it does not burden many people such as hard documents, so that not much cost and time is wasted and working in an integrated system becomes more effective and efficient. Third, differentiate someone based on work productivity, so that those with high performance are different from those with lower performance and also calculate the workload of employees. And the fourth last suggestion is to emphasize punishment. Existing punishments are ineffective, do not cause a sense of deterrence. This should be carried out in all aspects of punishment, for example the presence of discipline, and others.

### REFERENCES

- [1.] Arumi, M., Aldrin, N., & Murti, T. (2019). Effect of Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediator. *International Journal of Research in Business and Social Science* (2147- 4478), 8(4), 124-132. <https://doi.org/10.20525/ijrbs.v8i4.274>
- [2.] Asbari, M. (2019). Pengaruh Kepemimpinan Transformatif dan Iklim Organisasi terhadap Kinerja Dosen. *Journal of Communication Education*. 13(2): 172-186. <http://jurnal.ipem.ac.id/index.php/joc-e-ip/article/view/187>
- [3.] Asbari, M., Santoso, P., & Purwanto, A. (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*, 6(12): 577-582. DOI: <http://doi.org/10.36347/sjebm.2019.v06i12.005>
- [4.] Asbari, M., Santoso, P., and Purwanto, A. (2019). Pengaruh Iklim Organisasi dan Kepemimpinan Transformatif terhadap Produktivitas Kerja Inovatif Pada Industri Manufaktur di Pati Jawa Tengah. *Jurnal Produktivitas Universitas Muhammadiyah Pontianak*, 7(1 2020), 62-69. doi: DOI : 10.29406/jpr.v7i1.1797
- [5.] Asbari, M., Santoso, P., and Purwanto, A. (2019). Pengaruh Kepemimpinan dan Budaya Organisasi terhadap Perilaku Kerja Inovatif Pada Industri 4.0. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 8(1), 7-15. doi: <https://doi.org/10.33884/jimupb.v8i1.1562>
- [6.] Basu, E., Pradhan, R. and Tewari, H. (2017), "Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital", *International Journal of Productivity and Performance Management*, Vol. 66 No. 6, pp. 780-796. <https://doi.org/10.1108/IJPPM-02-2016-0048>

- [7.] Bernardin, H.J. and Russel, J.E.A. (2003). *Human Resources Management (An Experimental Edition)*, Singapore: McGrawhillInc.
- [8.] Chin, WW. (1998). *The Partial Least Squares Approach to Structural Equation Modeling*. Modern Methods for Business Research, In: G. A. Marcoulides, Ed., Lawrence Erlbaum Associates Publisher, New Jersey, pp. 295-336.
- [9.] Dessler, Gary (2006), *Manajemen Sumber Daya Manusia* (terjemahan) Edisi Kesepuluh, Jilid 1, Jakarta: Indeks
- [10.] Devece, C., Palacios-Marqués, D., & Pilar Alguacil, M. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), 1857–1861. doi:10.1016/j.jbusres.2015.10.069
- [11.] Ebrahimzadeh, F., & Gholami, A. (2015). Considering Effect of Organizational Identity and Commitment on Job Performance of Guilan University of Medical Science Regarding Mediating Role of Organizational Citizenship Behavior. *Journal of Current Research in Science*, 265-271.
- [12.] Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasi dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan. *Jurnal Dinamika Manajemen* Vol.4, no. 2, pp: 103-114. <https://journal.unnes.ac.id/nju/index.php/jdm/article/view/2753>
- [13.] Ghazali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*, Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro.
- [14.] Hair, J. F., Black, W. C., Babin, B. J.; and Anderson, R. E. (2010), *Multivariate Data Analysis*, 7th ed. New Jersey: Pearson Prentice Hall.
- [15.] Hakim, W. and Fernandes, A. (2017). Moderation effect of organizational citizenship behavior on the performance of lecturers, *Journal of Organizational Change Management*, Vol. 30 No. 7, pp. 1136-1148. <https://doi.org/10.1108/JOCM-11-2016-0242>
- [16.] Harwika, W. (2013). The Influence of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behavior and Employees' Performance (Study of Outstanding Cooperatives in East Java Province, Indonesia). *Journal of Economics and Behavioral Studies*, 5(12), pp. 876-885. <https://doi.org/10.22610/jebbs.v5i12.460>
- [17.] Indarti, S., Solimun,., Fernandes, A. and Hakim, W. (2017), "The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance", *Journal of Management Development*, Vol. 36 No. 10, pp. 1283-1293. <https://doi.org/10.1108/JMD-11-2016-0250>
- [18.] Jehanzeb, K. and Mohanty, J. (2019), "The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator", *Personnel Review*, Vol. 49 No. 2, pp. 445-468. <https://doi.org/10.1108/PR-09-2018-0327>
- [19.] Joushan, Shandie Aulia, Muhammad Syamsundan Lindawati Kartika (2015).

- Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan pada PT. PLN (Persero) Area Bekasi, Jurnal Aplikasi Manajemen, Vol. 13, no. 4
- [20.] Kashmir (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: Penerbit Rajawali Pers
- [21.] Kurniawati, E. dan Troena (2013). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan serta Dampaknya pada Kepuasan Kerja Karyawan PT. Jasa Marga (Persero) Cabang Surabaya. Jurnal Aplikasi Manajemen, vol. 11, no. 4
- [22.] Luthans, F. (2005). *Perilaku Organisasi*, Edisi Kesepuluh, Yogyakarta: Penerbit ANDI
- [23.] Mesbahi, M. (2017). Mediator Role of Social Capital and Organizational Commitment in The Relation of Service-Oriented Motivation and Organizational Citizenship Behavior, World Scientific News, 64. 54-68. <http://psjd.icm.edu.pl/psjd/element/bwmeta1.element.psjd-474b9233-b597-429a-ad91-7e6ec804cea9>
- [24.] Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551. <https://doi.org/10.1037/0021-9010.78.4.538>
- [25.] Mohanty, Jagannath et al. (2012). Influence of Culture on OCB: A Three Sector Study. *Global Journal of Business Research*, Vol. 6, No. 1
- [26.] Organ, D. W. 1988. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.
- [27.] Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational Citizenship Behavior; Its Nature, Antecedents, and Consequences*. California: SAGE Publications.
- [28.] Pham, N., Phan, Q., Tučková, Z., Vo, N., & Nguyen, L. L. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture, *Management & Marketing Challenges for the Knowledge Society*, 13(4), 1174-1189. doi: <https://doi.org/10.2478/mmcks-2018-0030>
- [29.] Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262-270. doi:10.1037/0021-9010.82.2.262
- [30.] Prameswari, M., Asbari, M., Purwanto, A., Ong, F., Kusumaningsih, S. W., Mustikasiwi, A., Chidir, G., Winanti, Sopa, A. (2020). The Impacts of Leadership and Organizational Culture on Performance in Indonesian Public Health: The Mediating Effects of Innovative Work Behavior. *International Journal of Control and Automation*, 13(2): 216-227. <http://sersc.org/journals/index.php/IJCA/article/view/7630>
- [31.] Purnama, Chamdan. (2013). Influence Analysis of Organizational Culture Organizational Commitment Job and Satisfaction Organizational Citizenship Behavior (OCB) Toward Improved Organizational Performance. *International Journal of Business, Humanities and*



- Technology, 3(5): 86-100.  
<http://www.ijbhtnet.com/journal/index/286>
- [32.] Purwanto, A., Asbari, M., and Santoso, P. (2019). Does Culture, Motivation, Competence, Leadership, Commitment Influence Quality Performance? *Jurnal Inovasi Bisnis*, 6(2), 201-205. DOI: <https://doi.org/10.35314/inovbiz.v7i2.1210>
- [33.] Purwanto, A., Asbari, M., and Santoso, P. (2019). Pengaruh Kompetensi, Motivasi, Kepemimpinan, Komitmen dan Budaya Kerja Sistem Manajemen Integrasi ISO 9001, ISO 14000 dan ISO 45001 Pada Industri Otomotif. *Jurnal Produktivitas Universitas Muhammadiyah Pontianak*, 6(2), 158-166. DOI: <http://dx.doi.org/10.29406/jpr.v6i2.1798>
- [34.] Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., and Setiawan, S.T. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(1), 19-27. <https://doi.org/10.33221/jikm.v9i01.473>
- [35.] Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L.M., and Hyun, C.C. (2020) The Impacts of Leadership and Culture on Work Performance In Service Company and Innovative Work Behavior As Mediating Effects. *Journal of Research in Business, Economics, and Education*, 2(1). <https://e-journal.stiekusumanegara.ac.id/index.php/jrbee/article/view/5>
- [36.] Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L.M., and Hyun, C.C. (2020) The Impacts of Leadership and Culture on Work Performance In Service Company and Innovative Work Behavior As Mediating Effects. *Journal of Research in Business, Economics, and Education*, 2(1). <https://e-journal.stiekusumanegara.ac.id/index.php/jrbee/article/view/5>
- [37.] Purwanto, A., Wijayanti, L.M., Hyun, C.C., and Asbari, M. (2020). The Effects of Transformational, Transactional, authentic, Authoritarian Leadership Style toward Lecture Performance of Private University in Tangerang. *Dinasti International Journal of Digital Business Management (DIJDBM)*, 1(1), 29-42. DOI: <https://doi.org/10.31933/dijdbm.v1i1.88>
- [38.] Rini, D. P., Rusdarti, dan Suparjo. (2011). "Pengaruh Komitmen Organisasi, Kepuasan Kerja Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) : Studi pada PT. Plasa Simpanglima Semarang", *Jurnal Ilmiah Dinamika Ekonomi dan Bisnis*, Vol. 1, No. 1, April 2013
- [39.] Ristiana, M. (2013). Pengaruh Komitmen Organisasi dan Kepuasan terhadap Organizational Citizenship Behavior (OCB) dan Kinerja Karyawan Rumah Sakit Bhayangkara Trijaya Denpasar. *Jurnal Ilmu Ekonomi dan Manajemen*, 9(1): 56-70. <https://jurnal.untagsby.ac.id/index.php/die/article/view/199>

- [40.] Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R. and Erari, A. (2018), "Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance", *International Journal of Law and Management*, Vol. 60 No. 4, pp. 953-964. <https://doi.org/10.1108/IJLMA-03-2017-0026>
- [41.] Rivai, V. dan Sagala, E.J. (2009). *Manajemen Sumber Daya Manusia untuk Perusahaan*, Jakarta: PT. Raja Grafindo Persada
- [42.] Santoso, P., Purwanto, A., and Asbari, M. (2019). Influence of Implementation Chain of Custody Forest Management System FSC-STD-40-004 V3-0 to Business Performance of Paper Industries in Banten Indonesia. *International Journal of Management and Humanities (IJMH)*, 4(4): 32-36. DOI: <https://doi.org/10.35940/ijmh.C0442D0482.124419>
- [43.] Sobirin, A. (2009). *Budaya Organisasi (Pengertian, Maksud dan Aplikasinya dalam Kehidupan Organisasi)* Edisi Kedua, Cetakan Pertama, Yogyakarta: Unit Penerbit dan Percetakan
- [44.] Soomro, B. and Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*, Vol. 8 No. 3, pp. 266-282. <https://doi.org/10.1108/SAJBS-12-2018-0142>
- [45.] Wibowo (2014), *Manajemen Kinerja*, Edisi Keempat, Jakarta: PT. Raja Grafindo Persada
- [46.] Yaseen, Asif., Liaquat, Malka., Ibn-e-Hassan, Masoodul Hassan. 2015. Impact of organizational culture and social influence on organizational citizenship behavior with mediating effect of interactional justice. *Sci.Int. (Lahore)*, 27(4), 3475-3481.
- [47.] Zayas-Ortiz, M., Rosario, E., Marquez, E. and Colón Gruñeiro, P. (2015). Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and Social Policy*, 35(1/2), 91-106. <https://doi.org/10.1108/IJSSP-02-2014-0010>