

The Effect of Organizational Culture, Work Stress, and Organizational Commitment on Organizational Citizenship Behavior Mediated by Job Satisfaction

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Abstract

Employee initiative is an important thing that every company or organization in all business industries wants to have. Initiatives play an essential role in improving company performance, which will add value to the company in the long run. The more employees in a company who have a high level of initiative towards their work, the better company performance will be. The goals of this research is to analyze the impact of organizational culture, works stress, organizational commitment mediated by job satisfaction on organizational citizenship behavior at PT GCM. We used non-probability sampling technique and SmartPLS tools to analyzing the data. Using the purposive sampling technique, we obtained 60 respondent data. Our results show that organizational culture, work stress, and organizational commitment directly influence organizational citizenship behavior, and job satisfaction also has a mediating role in the relationship between organizational culture, work stress, organizational commitment, and organizational citizenship behavior.

Keywords

organizational culture; work stress; organizational commitment; organizational citizenship behavior; job satisfaction



I. Introduction

A good company can be seen and assessed from employee's performance in carrying out their activities effectively and efficiently. The more effective and efficient the company's activities are, the more valuable the company is. Wang et al, showed that companies with good performance could reflect organizational culture, organizational commitment, and employee behavior in consistently implementing company policies and strategies. Besides, good companies tend to have employees with a better level of responsibility and initiative than employees at other companies in an industry. A high level of responsibility and initiative from employees, in general, can be created by companies with various approaches such as creating an organizational culture that supports each other between employees, workloads that are following employee compensation, and a reward system for achievements. Organizational Culture and appropriate workload from the company will create job satisfaction for employees. Dessler explains job satisfaction as an asset for companies that need to be maintained and improved, also can be interpreted as an employee's emotional state related to the employee's expectations of the desire for remuneration performed with the actual remuneration received. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Organizational Citizenship Behavior is an essential thing that every individual in an organization must have. In general, OCB is a theory that explains the behavior of an individual, where the individual will behave beyond the critical role (extra-role behavior), and indirectly recognized as part of the formal work obligations of an individual in this context is an employee. Kumar et al explain this aspect as a behavior of individual, that contributes to the effectiveness of the organization and indirectly related to the reward systems of the organization. Several factors can create organizational citizenship behavior such as organizational culture, Mood, Perception, tenure, and Gender. In addition,

Job satisfaction is one of several main factors in creating organizational citizenship behavior. When employees feel job satisfaction in doing their jobs, employees will do their jobs optimally and even do related things outside their work. Job satisfaction in a simple way can be define as emotional response to various aspects of work. Kwon et al describe job satisfaction as a employees' feelings about whether or not their jobs are enjoyable. Job satisfaction also defined as an attitude related a person's job that indicates the difference between the reward employee receive and the amount they deserve.

Mumford et al state that job satisfaction is about workers feeling on their work and other aspect related to works as measured by satisfaction related to salary and salary increases, satisfaction related to the opportunity to get promotion, satisfaction with direct supervisor, satisfaction with allowances & facilities provided, satisfaction with awards (not always in the form of material goods) given for good performance, satisfaction with regulation & procedure, satisfaction with coworker, satisfaction with works they have done, satisfaction with how employee build good communication in the organization.

Organizational culture plays an essential role in increasing company performances. One of the company's performances improvements is driven by employee initiatives in maximizing their work. Meng et al defines organizational culture as a collective agreement on values that bind all individuals in an organization to determine the normative boundaries of organizational member behavior. Eniola defines organizational culture as an intervening variable where employees form overall subjectivity to the organization based on several indicators such as the level of risk tolerance, team orientation, and support from individuals within the organization. In fact, this common perception becomes culture and personality. This favorable or unfavorable perception affects employee performance and satisfaction, which is more significant for a more robust culture.

Research related to organizational culture has been carried out using various kinds of data in various industries. Ebrahimpour et al and Desselle et al found similar condition that organizational culture affects organizational citizenship behavior. Unlike the two previous studies, Kim et al found that that organizational culture does not affect organizational citizenship behavior.

Work stress appears as an increasing problem in organizations. Winoto says that stress is a state of tension that affects a person's emotion, thought process and state. People who suffer from stress get nervous and have chronic worries. They often get angry, aggressive, unable to relax, or show an uncooperative attitude. Stress is a condition where a person is faced with an opportunity, resource and demand that related to what the person wants but the results are not in line with expectations.

In general, work stress can be sourced from the work environment, which can be divided into several categories such as stress that comes from the physical environment, stress that comes from the individual level and work stress that comes from groups and organizations. Pemanjun et al conducted a study to see work stress on organizational citizenship behavior in the Bali provincial government cooperative service. Using data as many as 80 respondents from employees of the provincial government cooperatives in Bali

shows that work stress harms OCB. These results consistent with the research conducted by Iswara et al.

No less important factor in creating organizational citizenship behavior besides organizational culture is organizational commitment. Luthans define organizational commitment as a condition, which an individual sided with the organization, the goals, and desires of the organization in the hope of maintaining its membership in an organization. If defined, organizational commitment in a company includes several elements, such as loyalty, acceptance of company goals and value, and involvement in work. Damayanti et al conducted a study to see the influence of organizational commitment on OCB. They found that organizational commitment has no significant effect on OCB and this consistent with Lubis.

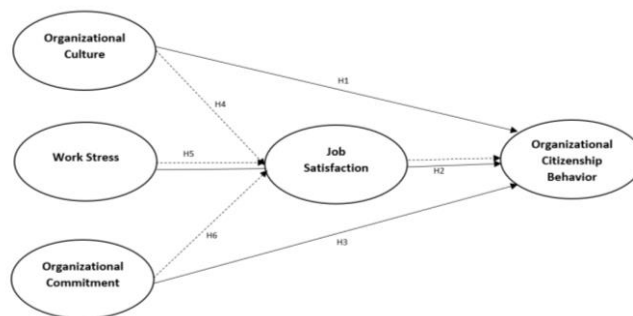


Figure 1. Research Framework

H1 : Organizational Culture influences OCB.

H2 : Work Stress influences OCB.

H3 : Organizational Commitment influences OCB.

H4 : Job Satisfaction mediated the relationship between organizational culture and OCB.

H5 : Job Satisfaction mediated the relationship between work stress and OCB .

H6 : Job Satisfaction mediated the relationship between organizational commitment

II. Research Method

Sample of this research is all employees who work at PT. GCM, which is a total of 60 employees. The instrument used in the process of collecting data using a questionnaire directly to the respondent. We used purposive sampling technique and Structural Equation Modeling for the analysis. The steps in analyzing the data including test of outer, inner models and hypothesis.

III. Result and Discussion

The first test we run in this research is the test of outer model. The goal of this test is to determine the relationship between the construct and their indicators, by run a validity and reliability test. This analysis shows that all variables in this research model have a Cronbach alpha value above 0.70. From the AVE results, all variables have obtained values more than 0.50. From reliability aspect we found all values greater than 0.70. So, we can conclude that all variables are reliable and valid.

The R Square value has a role in measuring the predictive ability of the research model. We obtained that all of independent and moderating variables has predictive power in explaining OCB is is 61.1%. So, we can conclude that, the predictive power in this research model is quite strong.

Table 1. Test of Hypothesis Result

Variables	Coefficient	P-Value
Organizational Culture → OCB	0,189	0,037
Work Stress → OCB	0,411	0,003
Organizational Commitment → OCB	0,135	0,022
Organizational Culture → Job Satisfaction → OCB	0,104	0,008
Work Stress → Job Satisfaction → OCB	0,102	0,034
Organizational Commitment → Job Satisfaction → OCB	0,203	0,012

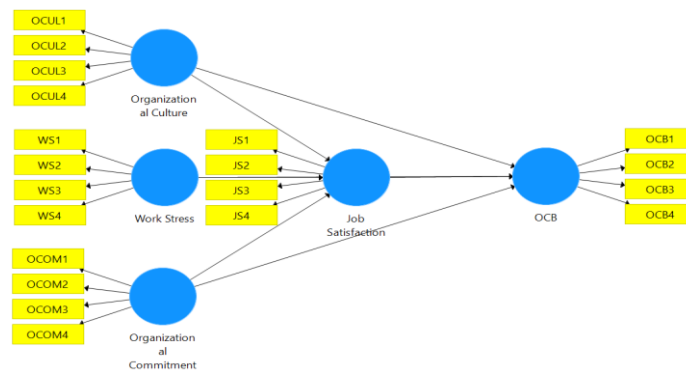


Figure 2. Research Model

Based on the analysis results above, it is found that organizational culture has a positive effect (0.037) on OCB. This indicates that an excellent organizational culture such as a good work environment, open and honest communication, an exciting work atmosphere, a reward system, good motivation, and cooperation can create employee OCB. This also indicates that organizational culture is a critical aspect that need to be considered by the company. These results are consistent with Iswara et al and Mi et al.

Then, the work stress variable also has a positive effect (0.003) on OCB. Based on the results, it can be said that work stress that can be adjusted to the capacity of employees will be able to create work comfort so that employees can apply organizational citizenship behavior within the company. This also indicates that if the company does not appropriately manage work stress, it can reduce employees' intention to implement OCB. These results are consistent with Pemanjuri et al and Winoto.

Similar results were also obtained from the organizational commitment variable, which was proven to have a positive effect (0.022) on OCB. Employees who have the same goals, desires, and expectations as the organization or company tend to increase their initiative in doing work. The increased initiative, in this case, organizational citizenship behavior, will undoubtedly be very beneficial for the organization. These results are consistent with Damayanti et al, Lubis and Luthans.

Besides, job satisfaction also plays an essential role in this research. This is proven by the results obtained, where job satisfaction mediated the relationship between

organizational culture, work stress, and organizational commitment to OCB. Organizational culture is proven to positively influence OCB when mediated by job satisfaction (0.008). Work stress also has similar results, where job satisfaction also has a role in mediating the relationship between work stress and OCB. On the other hand, similar results are also seen from the variable organizational commitment, where job satisfaction is also proven to mediate the relationship between organizational commitment and OCB. Organizational culture will increase employee job satisfaction, so when employees are satisfied with their work, they tend to work voluntarily. Work stress in this context is an appropriate workload. It will also increase employee job satisfaction and organizational commitment in line. Between employees and the organization will be able to increase job satisfaction to the company or organization.

IV. Conclusion

This study explores the effect of organizational culture, work stress, organizational commitment mediated by job satisfaction on OCB at PT GCM. Based on the six problems formulated previously, the results obtained that organizational culture has a positive effect on OCB. This reflects that a good organizational culture is proven to be able to create employee OCB. Work Stress has a positive effect on OCB. This indicates that work stress as proxied by workload can increase OCB when the company or organization can adjust the employee's workload to the ability of its employees. Organizational commitment has been proven to have a positive effect on OCB. This means that employees who have the same goals, desires, and expectations as the organization or company will create and improve OCB. Job satisfaction is proven to have a role in mediating the relationship between the three independent variables studied. Organizational culture, work stress, and organizational commitment mediated by job satisfaction positively influence OCB. This indicates that job satisfaction can mediate organizational culture, work stress, and organizational commitment in improving and creating OCB.

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