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The Influence Of Organizational Culture, Work Discipline, And Organizational Citizenship Behavior On Organizational Commitment

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ABSTRACT
This study aims to examine the influence of organizational culture, work discipline, and organizational citizenship behavior on organizational commitment and can make a theoretical and practical contribution to understanding the concept of organizational commitment. This research was conducted in five sub-districts in the Southern Region, Lebak Regency, and Banten Province. Meanwhile, the research period was from February to May 2020. The random sampling technique was used in this study, and the total number of respondents was 66. This study uses a quantitative survey research method using regression analysis techniques using SPSS version 20 software. Employee organizational commitment will increase as a result of organizational citizenship behavior.

INTRODUCTION

The business community in the 4.0 era is currently more focused on global competition, which is marked by changes in economic conditions and technological developments. This has caused many organizations to undertake restructuring steps. Restructuring typically begins with intervening Human Resources (HR) factors; HR encourages organizational management to continuously optimize the potential that exists broadly toward organizational goals.

The HR factor that is measured is in terms of performance and HR commitment in the organization. Employee commitment and organizational commitment to employees are two sides of the same coin. According to Mathis and Jackson, organizational commitment is the awareness of employee acceptance of organizational goals until employees are able to remain in

the organization, or employee commitment to their organization (Mathis dan Jackson (2011: 122).

Talking about the organizational commitment of five sub-district employees, of course, is heavily influenced by several factors such as organizational culture, discipline, and organizational citizenship behavior (OCB), which have been explained by Colquitt, and the results are reflected in the Integrative Model of Organizational Behavior research model (Colquitt et al., 2015). There are many factors that affect performance other than organizational culture, work discipline, and OCB, but this study attempts to construct it by including work discipline and OCB variables.

The culture of the organization according to various quotes and opinions expressed by Invancevich According to Pettegrew and Jongeward (2008:36), culture can be understood as a representation of language, ideology, ritual, and myth. whereas Robbins and Judge (2009: 585) define organizational culture as a shared meaning system of the primary values that the organization adopts and values, another definition of organizational culture is that it is a combination of the two.

Another factor that influences organizational commitment is work discipline. According to John W. Newstrom and Keith Davis and Newstrom, discipline asserts that management acts to enforce organizational rules. Davis and Newstrom (2002; 243). Hana argues that discipline is an exercise for employees to achieve individual growth (Dale 2002: 76). Then Simamora claims that work discipline is a company policy that imposes sanctions on employees who violate Simamora's regulations (2004: 234).

In addition, OCB is another factor that plays a role in determining performance. Sloat, in Soegandhi et al. (2013), Organizational Citizenship Behavior (OCB), states that the purpose of extra-role behavior is to provide more than is expected of an employee or member of an organization. This behavior has a tendency to see workers as social beings who have the capacity to empathize with others and the environment in which they work, as well as the ability to harmonize the values held by those in the environment around them.

RESEARCH METHOD

Analysis method

The population taken from five sub-districts in the South Lebak Regency area amounted to 79 employees. Sampling in this study was done with random sampling techniques, namely sampling using random techniques. According to Sugiyono (2010: 63), probability sampling is a sampling technique that provides the same opportunity for each element of the population to be chosen as a sample member. By a sample calculation using the Slovin formula, the total number of respondents in this study was 66 people.

The questionnaire was used to collect data in this study. A questionnaire is a data collection technique in which a list of questions is given or distributed to respondents in the hope that they will respond to the list of questions. Researchers use this technique to obtain data on the influence of organizational culture, work discipline, and organizational citizenship on organizational commitment.

In this study, a quantitative research method using regression analysis techniques was used for the survey research. According to Noor (2012: 41), a regression analysis is a type of regression study that is conducted with the intention of testing the hypothesis. It is performed by measuring a number of variables and calculating the regression equation between these variables in order to determine the variables. This allows the variables to be determined.

RESULTS AND DISCUSSION

RESULTS

Data analysis requirements for testing

Normality test

The Kolmogorov-Smirnov test was used to examine the normality of the data, and it was determined that the data were normal if the significance test results obtained met the criteria > α The sample is then drawn from a normally distributed population, α = 0,05.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Organizational culture	**Work discipline**	**Organizational Citizenship Behavior**	**Organizational commitment**
N		66	66	66	66
Normal Parameters[a,b]	Mean	56,4697	53,7424	52,2121	57,4394
	Std. Deviation	8,81296	8,53285	8,19290	5,75427
Most Extreme Differences	Absolute	,106	,121	,086	,115
	Positive	,082	,094	,076	,098
	Negative	-,106	-,121	-,086	-,115
Kolmogorov-Smirnov Z		,863	,980	,695	,931
Asymp. Sig. (2-tailed)		,446	,292	,719	,352

Source : Data SPPS 25 is processed (2023)

It is clear from the data presented in table 1, which is located above, that the organizational commitment variable is important (Asymp. Sig. 0,352), Organizational culture (Asymp. Sig. 0,446), Work discipline (Asymp. Sig. 0,292) and Organizational Citizenship Behavior (Asymp. Sig. 0,719) This means that the three variables are normally distributed because of the value Asymp. Sig. (2tailed) greater than value α = 0,05.

Linearity test between variables

Linearity Y over X1

Linearity Test Results The organizational commitment variables (Y) of organizational cultural variables (X1) can be seen in the following table:

Table 2. Y linearity test results over x1

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment organizational commitment	Between Groups	(Combined)	1171,860	23	50,950	2,183	,014
		Linearity	359,602	1	359,602	15,405	,000
		Deviation from Linearity	812,258	22	36,921	1,582	,099
	Within Groups		980,398	42	23,343		
	Total		2152,258	65			

Source : Data SPSS 25 is processed (2023)

According to the information presented earlier, the value of the deviation from linearity sig. is 0.099 higher than 0.05, as can be seen by looking at the data. In addition to this, the value of Fcount is 1.582 points lower than the value of FTABEL, which is 3.99. It is possible to draw the following conclusion after examining the significance value and the F value: there is a linear relationship between the organizational commitment variable (Y) and the organizational cultural variable (X) (X1)

Y linearity over X2

The linearity test results of the organizational commitment variable (Y) and the work discipline variable (X2) can be seen in the following table:

Table 3. Y-Linearity Test Results over X2

ANOVA Table							
			Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Work discipline organization commitment	Between Groups	(Combined)	1482,210	28	52,936	2,923	,001
		Linearity	716,518	1	716,518	39,566	,000
		Deviation from Linearity	765,691	27	28,359	1,566	,102
	Within Groups		670,048	37	18,109		
	Total		2152,258	65			

Source : Data SPSS 25 is processed (2023)

According to the information presented above, the value of the deviation from linearity sig. is 0.102 higher than 0.05. This can be seen by examining the data. In addition, the value of Fcount is 1.566 points lower than the value of Ftable, which is 3.99. It is possible to draw the following conclusion based on the significance value and the F value: there is a linear relationship between the organizational commitment variable (Y) and the work discipline variable. [Citation needed] (X2).

Y linearity over X3

The following table displays the findings of the linearity test conducted on the organizational commitment variable (Y) and the OCB variable (X3):

Table 3. The results of the Y linearity test above X3

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Organizational Citizenship Organizational Commitment Behavior	Between Groups	(Combined)	1253,924	29	43,239	1,733	,059
		Linearity	366,681	1	366,681	14,694	,000
		Deviation from Linearity	887,243	28	31,687	1,270	,247
	Within Groups		898,333	36	24,954		
	Total		2152,258	65			

Source : Data SPSS 25 is processed (2023)

The preceding information demonstrates that the value of the deviation from linearity sig. is 0.247 times greater than 0.05, as can be seen by examining the data. In addition, the value of Fcount is 1.270 points lower than the value of Ftable, which is 3.99. The significance value and the F value both point to the existence of a linear relationship between the organizational

commitment variable (Y) and the organizational citizenship behavior variable (X3). This can be deduced from the fact that the significance value and the F value are both positive.

Multiple linear regression tests

Based on linear regression analysis through the SPSS 20 program, a summary of the output results is below:

Table 4. Determination coefficient test results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,696[a]	,485	,460	4,22801	,485	19,466	3	62	,000

Source : Data SPSS 25 is processed (2023)

The value of R squared is 0.485, which indicates that the influence of X1, X2, and X3 on Y accounts for 48.5 percent of the total, with the remaining 76.47 percent attributable to the contribution of other variables that were not taken into account in this study.

Table 5. Test F

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1043,942	3	347,981	19,466	,000[b]
	Residual	1108,316	62	17,876		
	Total	2152,258	65			

Source : Data SPSS 25 is processed (2023)

The significance test through the F test with the reference of the output in the table above obtained an F count of 19,466 that was greater than the F table of 3.99. This means that simultaneously, organizational culture (X1), work discipline (X2), and organizational citizenship behavior (X3) have a positive and significant effect on organizational commitment (Y).

Table 5. Test T

Coefficients[a]											
Model		Unstandardized Coefficients		Standar Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	21,902	4,802		4,561	,000					
	Organizational Culture	,090	,066	,137	1,352	,181	,409	,169	,123	,803	1,245
	Work discipline	,343	,065	,508	5,281	,000	,577	,557	,481	,897	1,115
	Organizational Citizenship Behavior	,231	,068	,329	3,400	,001	,413	,396	,310	,889	1,125

Source : Data SPSS 25 is processed in 2023

The effect of the empirical causal relationship between the variables can be described using the equation Y = 21.902 + 0.090X1 + 0.343x2 + 0.231x3 by paying attention to the value of Coefficient B. This shows that each increase in one score in variable X1 results in an increase in variable Y by 0.090 on the constant of 21,902.

DISCUSSION

Organizational Culture (X1) to Organizational Commitment (Y)

Known sig value. It is possible to draw the conclusion that H1 is correct, given that the t value is 3,583, which corresponds to 0.05.64 on the t table, and that the influence of X1 on Y is 0.001 0.05. This suggests that X1 does have an effect on Y. This finding can be interpreted as suggesting that organizational culture (X1) has a direct and positive effect on organizational commitment. [Citation needed] (Y). That is, the improvement of organizational culture will result in an increase in organizational commitment in five sub-districts in the southern region, Lebak Regency, Banten Province. This finding was strengthened by Meriac, Thomas, and Milunski (2014), who proved that individuals with higher levels of morality and organizational culture work more efficiently on tasks. Research Javed, Bashir, Rawwas, and Arjoon (2016) strengthened the results of his research, which showed that the organizational culture of work had a significant effect on organizational commitment.

Work Discipline (X2) to Organizational Commitment (Y)

Known sig value. For the influence of X2 on Y to be 0,000 0.05 and the value of t count to be 5,652 > t table (0.05.64) to be 1,997, it can be concluded that H1 is accepted, which means there is an influence of X2 on Y. These findings can be interpreted as indicating that work discipline (X2) has a direct positive effect on organizational commitment (Y). That is, an increase in work discipline will result in an increase in organizational commitment in five sub-districts in the southern region, Lebak Regency, Banten Province. The findings of this research are strengthened by Yang Dan Hwang's (2014) research showing that the personality dimension in this model is related to organizational commitment. Widhiastuti (2014) said that overall work discipline had a positive and significant effect on creativity and had implications for organizational commitment to employees in five districts in the southern region, Lebak Regency.

Organizational citizenship behavior (X3) to organizational commitment (Y)

Known sig value. It is possible to draw the conclusion that H1 is accepted because there is an X3 influence on Y if the effect of X3 on Y is 0.001 0.05 and the value of t count is 3,625> t table (0.05.64) is 1,997. This would indicate that there is an X3 influence on Y. This finding can be interpreted as showing that organizational citizenship behavior (X2) has a direct positive effect on organizational commitment (Y). That is, an increase in organizational citizenship behavior will result in an increase in organizational commitment in five sub-districts in the southern region, Lebak Regency, Banten Province. The findings of this research are strengthened by Yang Dan Hwang's (2014) research showing that the personality dimension in this model is related to organizational commitment. Widhiastuti (2014) said that overall organizational citizenship behavior had a positive and significant effect on creativity and had implications for the commitment of employee organizations in five sub-districts in the southern region, Lebak Regency, Banten Province.

Organizational culture (X1), work discipline (X2), and organizational citizenship behavior (X3) lead to organizational commitment (Y).

Known sig value. For a 0.001 0.05 influence on Y and a t value of 3,583 t table (0.05.64) of 1,997, and a 0.000 0.05 influence on Y and a t value of 5,652 t table (0.05.64) of 1,997. 1,997, and X3 against Y are 0.001 0.05, and the value of t count is 3,625 > t table (0.05.64). 1,997, so it can be concluded that H1 is accepted, which means there is an influence from X1, X2, and X3 on Y. This finding can be interpreted to mean that organizational culture (X1), work discipline (X2), and organizational citizenship behavior (X3) have a direct positive effect on organizational commitment (Y). That is, improving organizational culture, work discipline, and organizational citizenship behavior will result in an increase in organizational commitment in five districts in the southern region, Lebak Regency, Banten Province. The findings of this research are strengthened by Yang Dan Hwang's (2014) research showing that the personality dimension in this model is related to organizational commitment. According to Widhiastuti (2014), overall organizational culture, work discipline, and organizational citizenship behavior all have a positive and significant effect on creativity, with implications for employee organizational commitments.

CONCLUSION

The findings of this study indicate that there is a connection between organizational culture and organizational commitment. The research for this study was conducted using scientific research methods, and SPSS Software Version 20 was used to analyze the data. This demonstrates that improving organizational culture leads to an increase in employee organizational commitment, which in turn leads to an increase in organizational commitment from the organization, and that employee organizational commitment is impacted by work discipline. This shows that an increase in work discipline will result in an increase in employee organizational commitment. Organizational citizenship behavior and organizational commitment both have an impact. This shows that the increase in organizational citizenship behavior will result in an increase in employee organizational commitment; there is an influence of organizational culture, work discipline, and organizational citizenship behavior together on organizational commitment. This shows that improving organizational culture, work discipline, and organizational citizenship behavior will result in an increase in employee organizational commitment.

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