



The Effect of Organizational Commitment, Perceived Organizational Support, and Organizational Culture on Organizational Citizenship Behavior of Staff and Teachers Foundation Dinamika Edukasi Dasar at Eksperimental Mangunan

Deffi Septyaning Jati^{1*}, Epsilandri Septyarini², Nala Tri Kusuma³

^{1,2,3} Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

*Corresponding author. Email: deffiseptyaningjati11@gmail.com

ABSTRACT

This study aims to determine the effect of organizational commitment, perceived organizational support, and organizational culture on the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar at Eksperimental Mangunan. This research method is quantitative, with the sampling method being simple random sampling, and the sampling technique uses the Slovin formula. The data were 52 respondents. The results showed that organizational commitment positively and significantly affects organizational citizenship behavior. They perceived organizational support has a positive and significant effect on organizational citizenship behavior, while organizational culture has a negative and significant effect on organizational citizenship behavior. Then, organizational commitment, perceived organizational support, and organizational culture positively and significantly affect the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar.

Keywords: *Organizational commitment, Perceived organizational support, Organizational culture, Organizational citizenship behavior.*

1. INTRODUCTION

Human resources (HR) are very important in achieving optimal performance in an organization because employees are valuable assets that directly affect the success and sustainability of the organization. Achieving the goals, vision, and mission of the organization depends on its human resources. In the era of increasingly fierce global competition, empowering human resources is not only necessary but also the main key to success. Therefore, management must design employee development strategies and create performance that supports and rewards employee contributions.

Human resources cannot be achieved without a deep understanding of employee behavior. Understanding employee behavior is one of the factors that determine the sustainability of an organization. In general, employee behavior can be grouped into two main categories: behavior by the tasks listed in the job description (intra role) and additional behavior outside the job description (extra role). This additional behavior is known as organizational citizenship behavior (OCB). Organizational citizenship behavior is the extra individual behavior that cannot be identified specifically or directly in the formal work systems and, in the aggregate, can improve the effective functioning of an organization. [1].

One way for organizations to increase employee organizational citizenship behavior is by using driving factors such as organizational commitment, perceived organizational support, and organizational culture. Hasanah et.al [2], Organizational commitment plays an important role in motivating organizational citizenship behavior. Highly committed employees usually have strong bonds with organizations, are loyal, and are ready to sacrifice for the organization's benefit. This can lead to an increase in organizational citizenship behavior.

Other factors that influence organizational citizenship behavior in an organization is perceived organizational support. Fatmawati and Azizah [3], Employees will feel that if the organization provides strong support, it makes them

willing to work outside their responsibilities voluntarily. Perceived organizational support is necessary to optimize the formation of organizational citizenship behavior.

In addition, organizational culture also has a role in creating organizational citizenship behavior. Organizational culture includes the overall system of actions, values, and beliefs that develop inside an organization, becoming the basis for employee behavior. Employees are more likely to show organizational citizenship behavior with a supportive culture. Organizational culture must be well developed because it will lead to employee loyalty to their work [4].

The problem at Foundation Dinamika Edukasi Dasar, namely the low level of organizational citizenship behavior, is still relatively low in doing volunteer work where employees only focus on intra roles and are still minimal in the level of participation in meetings and the low willingness to help new employees. This is because, in the last three years, Foundation Dinamika Edukasi Dasar has done much recruitment, which may have decreased employee engagement and resulted in a lack of engagement. The success of an organization depends on the level of employee willingness to adopt each employee's voluntary role, where organizational citizenship behavior stands out by contributing extra roles to the organization above and beyond the employee's job.

Based on the above problems, researchers found several research gaps, including the results of research by Soelton [5], which explains that organizational commitment has no significant effect on organizational citizenship behavior. Meanwhile, research conducted by Wahyuni and Dirbawanto [6] explained that organizational commitment positively and significantly affects organizational citizenship behavior. Then, the research conducted by Sari and Farisi stated that perceived organizational support hurts organizational citizenship behavior. At the same time, research conducted by Thompson et al. [8] explained that perceived organizational support positively and significantly affects organizational citizenship behavior. In addition, the research of Adawiyah et al. [9] explained that organizational culture has an insignificant negative effect on organizational citizenship behavior. Research conducted by Najih and Mansyur [4] explained that organizational culture positively and significantly affects organizational citizenship behavior.

2. LITERATURE REVIEW

2.1 Organizational Citizenship Behaviour

According to Arumi et.al [10] organizational citizenship behavior is defined as behavior that exceeds the formal roles specified and not stated in the job description. Meanwhile, Fauzia et.al [11] Organizational citizenship behavior (OCB), also known as extra-role behavior, refers to the behavior of employees employed in useful but not too taxing jobs, such as volunteer work provided by the organization. According to the experts above, organizational citizenship behavior is voluntary behavior that is not tied to a formal rewards system but contributes to the organization's efficient and effective activities.

Based on Yildiz [12] Five indicators are derived from organizational citizenship behavior and are as follows: Altruism, where workers are ready to help coworkers; Conscientiousness, where workers do more than what is required by the company; Sportsmanship, even in less than ideal circumstances, members can still have a positive impact on the workplace atmosphere; Courtesy, where workers treat each other with respect and can maintain friendly working relationships; Civic virtue, where staff members are ready to offer criticism for the good of the company.

2.2 Organizational Commitment

According Erviansyah et.al [13] organizational commitment is the intention of a few workers to remain a member of the organization. Conceptually, organizational commitment is a form of interest in the organization in order to maintain its membership to achieve organizational goals [14]. Based on the opinions of the above experts, it was concluded as follows organizational commitment is a firm desire to stay as a part of the organization, and a certain belief that is aligned with the organization's goals.

Based on Otto and Rather [15] States that there are three indicators of organizational commitment: Affective commitment, the employee's relationship with the organization that causes the employee not to leave the organization because emotionally the employee already has a bond with the organization; Normative commitment, the obligation of employees to remain in the organization, because it should be the responsibility of employees, in the sense that it is something that must be done; Continuance commitment, a commitment based on employee loyalty to the organization affected by various factors like salary, benefits, and promotion decisions taken based on employee performance.

2.3 Perceived Organizational Support

According to Yovita et.al [16] Stated that perceived organizational support is the level to which employees feel that the organization has paid attention to welfare and assessed the contributions that have been made well to the organization. Meanwhile, Perceived organizational support is also described as an overall job belief about the extent to which the organization values employee contributions and cares about employee welfare. [17]. From the experts'

opinions above, it can be concluded that perceived organizational support is the aspect in which employees think their organization values members' contributions and cares about employee welfare.

Based on Pardamean [18] Suggests the following indicators of perceived organizational support: Awards, the organization provides awards or rewards for employee work achievements; Development, the organization pays attention to the talents and potential of employees and provides opportunities to develop in their careers; Working conditions, providing support provided by the organization for the work environment where it works such as a sense of security, comfort, and care for the work environment; Employee welfare, the organization cares about the overall welfare of employee life.

2.4 Organizational Culture

According to Rasal [19] also defines that organizational culture is a shared perception adopted by members of the organization, a system of shared meanings. Meanwhile, according to Sachkova [20] Organizational culture is a common tradition and way of doing things that were done before and how successful they are. The main source comes from the founder, who has a vision of how the organization should be and imposes that vision on all members. From the experts' opinions above, it can be concluded that organizational culture is a tradition of doing something done before and how successful it is in the organization.

Based on Finamore [21] States the indicators of organizational culture, including the following: Professionalism, which can be seen in the ability of employees to put the interests of the organization above personal interests; Distance from management, which refers to the extent to which an organization monitors and pays attention to employees; Regularity, which is an organization expected employees to work consistently and regularly; Integration, which is how an organization recognizes and appreciates employee achievements through objective and transparent performance appraisals.

3. HYPOTHESIS DEVELOPMENT

3.1 The Effect of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment is a condition in which an employee feels strongly attached and loyal to the organization where the employee works. With increased organizational commitment, employees tend to participate more actively, make greater contributions, and have a strong desire to maintain membership in the organization; organizational citizenship behavior through actions such as replacing the duties of absent colleagues, giving more effort than expected by the organization and performing tasks that go beyond obligations that employees should not do.

This is supported by the research conducted by Susita et al. [22] Based on the results, the research found that organizational commitment has a positive and significant effect on the organizational citizenship behavior of PT Jaktour employees. In addition, Yovita [6] in his research, revealed that organizational commitment positively and significantly affects organizational citizenship behavior. From the description of the research results above, the first hypothesis can be drawn as follows:

H1: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

3.2 The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Perceived organizational support refers to employee perceptions regarding the degree to which the organization values employee contributions and is concerned with employee welfare. With a high level of perceived organizational support, employees will feel more valued and cared for by the organization. This can increase organizational citizenship behavior in the employee sense of volunteering to help the organization achieve its goals, so employees tend to take actions that can support the organization by assisting colleagues, being professional by exerting a positive influence on the organizational environment, and performing additional tasks beyond obligations without being asked.

This is supported by research Thompson et.al [8] based on the findings of studies showing that perceived organizational support has a positive and significant effect on organizational citizenship behavior in the Midwest region of the United States. Research conducted by Wahyuningrat et.al [23] in this study shows that perceived organizational support has a positive and significant effect on organizational citizenship behavior (OCB) in civil servants. From the description of the research results above, the second hypotheses may be in the form of can be described as follows:

H2: Perceived organizational support has a positive and significant effect on organizational citizenship behavior.

3.3 The Effect of Organizational Culture on Organizational Citizenship Behavior

Organizational culture refers to the system of values, beliefs, assumptions, or standards that have existed in an organization for a long time and are followed by all members of the organization as a guide in behavior and problem-

solving that arises in it. With a strong and positive organizational culture, it will form a system of values, beliefs, assumptions or norms that drive organizational citizenship behavior.

This can increase employees' willingness to contribute and help them achieve organizational goals voluntarily. Research conducted by Arumi et al. shows that employees are more likely to take actions that support the organization's helping colleagues even though it is not included in their responsibilities and are willing to carry out additional tasks voluntarily. [10] The study results showed that organizational culture positively and significantly influences organizational citizenship behavior (OCB). Retrieved from Kamil and Rivai [24] showed that organizational culture has a positive and significant effect on organizational citizenship behavior. From the description of the research results above, the third hypothesis can be drawn as follows:

H3: Organizational culture has a positive and significant effect on organizational citizenship behavior.

3.4 The Effect of Organizational Commitment, Perceived Organizational Support, and Organizational Culture on Organizational Citizenship Behavior.

Effective organizational citizenship behavior can be influenced by strong organizational commitment, perceived organizational support, and a supportive organizational culture. This can be achieved through strategies focusing on increasing organizational commitment, optimizing perceived organizational support, and developing organizational culture. Employees who have a strong organizational commitment, feel supported by the organization, and are in a supportive organizational culture will be more tend to perform organizational citizenship behavior that can support and benefit the organization, such as helping colleagues, both old and new colleagues, promoting the good of the organization, attending all meetings needed the organization and performing additional tasks that are not the obligation of employees voluntarily.

Organizational citizenship behavior is influenced by two main factors, which are internal factors, which come from employees, including job satisfaction, commitment, personality, employee morale, motivation, etc., as well as external factors that come from outside the employee, including leadership style, trust in the leader, organizational culture and others [25]. From the description of the research results above, the fourth hypothesis can be drawn as follows:

H4: Organizational commitment, perceived organizational support, and organizational culture simultaneously effect organizational citizenship behavior.

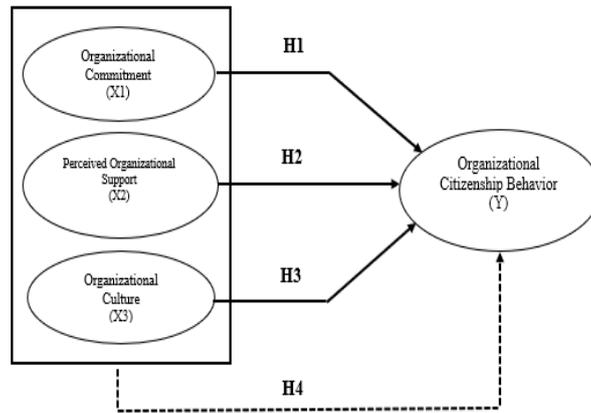


Figure 1. Research Framework

4. RESEARCH METHOD

In this study, researchers chose quantitative methods to collect and analyze data in the form of numbers with the help of SPSS version 27, and the data was tested using classical assumption and hypothesis testing. Quantitative research tests hypotheses and analyzes the relationship between other variables. Thus, this research can provide more accurate and objective knowledge about the phenomenon under study. In this study, the total population was 106, and a sample of 52 respondents was randomly selected using simple random sampling and the Slovin formula to determine the sample size. The Slovin formula is used in surveys where the number of samples is large from a population of 106, so a formula is needed to get a sample that can represent the entire population. Which can still be tolerated, e = 0.1. Then it can be known: Which is still tolerable, e = 0.1.

Then it is known:

$$= \frac{N}{1+N(e)^2}$$

$$\begin{aligned}
 &= \frac{106}{1+106(0,1)^2} \\
 &= \frac{106}{1+106(0,01)} \\
 &= \frac{106}{1+1,06} \\
 &= \frac{106}{2,06} \\
 n &= 51.45 = 52
 \end{aligned}$$

In addition, the source of information used in this study uses primary data, that is, information obtained directly from the source through a questionnaire instrument and based on a Likert scale. The Likert scale interval 1-5 is used for variable size, with one indicating strongly disagree and five strongly agree.

5. RESULT AND DISCUSSION

5.1 Result

5.1.1 Characteristic of Respondent

Respondents total 52; the characteristics of respondents can be viewed from Table 2, which consisted of men (28.8%) and women (71.2%). The status of married employees is 29 respondents (55.8%) and unmarried 23 (23%). In this study, the majority of employees aged 20-25 were 33 respondents (63.5%). In addition, employees with bachelor's degrees dominated the last education. There were 42 respondents (80.8%), and the working period was dominated by employees of 1-2 years. There were 13 respondents (25.0%).

Table 1. Characteristics Respondent

Category	Description	Amount	Percent
Gender	Male	15	28.8
	Female	37	71.2
Marital status	Married	29	55.8
	Unmarried	23	44.2
Age	20-35 years	33	63.5
	36-45 years	13	25.0
	46-55 years	6	11.5
Last Education	Diploma (D1, D2, D3, D4)	3	5.8
	Bachelor	42	80.8
	Postgraduate (S2/S3)	6	11.5
	Etc	1	1.9
Length of Service	>3 years	4	7.7
	1-2 years	13	25.0
	2-3 years	4	7.7
	3-4 years	8	15.4
	4-5 years	5	9.6
	5-6 years	6	11.5
	<10 years	3	5.8
>10 years	9	17.3	

Source: primary data, processed 2024

5.1.2. Classical Assumptions

Table 2. Classical Assumptions

Ind.	Dep.	Collin. Stat.	Park	Asy.
		Tol	VIF	Sig
			Sig	Sig.
OC		0.702	1.424	0.695

POS	OCB	0.796	1.256	0.301	200 ^d
OC1		0.582	1.718	0.870	

Notes: OC= organizational commitment; POS= perceived organizational support; OC1= organizational culture.

Source: Primary data processed, 2024

The traditional assumption test comprises the multicollinearity, heteroscedasticity, and normalcy tests. Table 2's results from the classical assumption test demonstrate that normalcy is (Kolmogrov-Sminorv Test, Asymp. 200 > 0.05) and no heteroscedasticity (OC = 0.695 > 0.05, POS = 0.301 > 0.05, OCL = 0.870 > 0.05). In a regression models with tolerance > 0.10 (OC = 0.702, POS = 0.796, OCL = 0.582) and VIF < 10 (OC = 1.424, POS = 1.256, OCL = 1.718), multicollinearity does not arise.

5.1.3 Hypothesis Testing

5.1.3.1 T Test

The statistical test (t test) is intended to show how far the influence of one independent variable individually two applies the dependent variation.

The t table formula is as follows (df = n-k-1), df = 52 3-1), df = 48) so it is known that the t-table is 1.673.

Table 3. T Test Results

		Coefficients ^a				
Model		B	Std. Error	Beta	t	Sig.
1	(Constan)	29.539	1.323		21.992	.001
	Organizational commitment	.540	.082	.219	6.570	.001
	Perceived organizational support	1.830	.066	.864	27.566	.001
	Organizational culture	-.1.448	.049	-1.083	-29.538	.001

Source: primary data, processed 2024

Based on table 3. it can be concluded:

a. Organizational commitment

Has an impact on organizational citizenship behavior. The hypothesis test outcome shows that the t-value is 6.570. The hypothesis results show that the t table value > from the sig value. 0.001 (6.570 > 1.673). Based on the calculation of the sig value, known to be 0.05, hypothesis 1, which states that organization commitment has a proven positive effect on organizational citizenship behavior, is concluded (H1 accepted).

b. Perceived organizational support

Influences organizational citizenship behavior. The hypothesis test results show that the t-value is 27.566. The hypothesis results show that the t table value > from the sig value. 0.001 (27.566 > 1.673). Based on the calculation of the sig value known to be 0.05, it is concluded that hypothesis 2 states that organizational commitment is proven to have a positive effect on organizational citizenship behavior (H2 accepted).

c. Organizational culture

Does not influence organizational citizenship behavior. The results of hypothesis testing show that the t value is -29.538. The hypothesis results show that the t table value < than the sig value. 0.001 (-29.538 < 1.673), while based on the calculation of the sig value known to be 0.05, it can be concluded that hypothesis 3 states that organizational culture has no proven effect on organizational citizenship behavior (H3 is rejected).

5.1.3.2 F Test

The f test has a sig value < 0.05 or f count > f table. The hypothesis with a simultaneous effect is accepted, but if instead sig > 0.05, or f count < f table, then the hypothesis with a simultaneous effect is rejected. The formula for the f table is as follows ((f (k; n-k-1), f = (3; 48)) so that it is known that the f table is 2.798.

Table 4. F Test Results

ANOVA ^a					
Model		Sum of Square	Mdan f Square	F	Sig.
1	Regression		273.680	410.255	.001
	Residual	31.787	8	662	
	Total	846.827	1		

Source: primary data processed, 2024

Table 4. above obtained a significant level of $0.001 < 0.05$ or $f \text{ count} > f \text{ table}$ ($410.255 > 2.798$) known from the F test illustrates that organizational commitment, perceived organizational support, and organizational culture have a simultaneous effect.

5.1.3.3 R² Test

Table 5. Determination Test Results (R²)

Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate	Model Summary ^b
1	.981 ^a	.962	.960	.814	

Source: primary data processed, 2024

Table 5 shows that the Adjusted R Square value is 0.960, or 96%. Based on this data, it is possible to conclude that the independent variable affects the dependent variable 96%, and the rest ($100\% - 96\% = 4\%$) is influenced by other variables not examined in this study.

5.2 Discussion

5.2.1 The Effect of Organizational Commitment on Organizational Citizenship Behavior

The research results prove that the organizational commitment variable positively and significantly affects the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. Organizational commitment will increase the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. Employees who have high commitment, feel attached, and take full responsibility for the work done will simultaneously increase voluntary behavior so that it can increase organizational citizenship behavior.

This is in line with previous research conducted Wahyuni and Dirbawanto [6], which explains that organizational commitment has a positive and significant effect on organizational citizenship behavior. This research is then supported by Utomo et al. [26] which also explains that organizational commitment has a positive and significant effect on organizational citizenship behavior.

5.2.2 The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

The research results show that organizational support positively and significantly affects the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. The existence of perceived organizational support will increase the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. Employees who feel recognized and cared for, are aware of their welfare, and feel they are given access to develop their careers by the foundation will reciprocate by showing behavior outside of their responsibilities to increase organizational citizenship behavior.

This statement is supported previous research conducted Wahyuningrat et.al [23] It also states that perceived organizational support positively and significantly affects organizational citizenship behavior. In addition, research conducted by Restanti et al. [27] also revealed that perceived organizational support has a positive and significant effect on organizational citizenship behavior.

5.2.3 The Effect of Organizational Culture on Organizational Citizenship Behavior.

Based on the study's results, it is known that the organizational culture variable has a negative and significant effect on the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. Organizational culture is not important in determining the increase in organizational citizenship behavior. It may be influenced by other factors, both external and internal, to employees, not because of organizational culture.

This research is in line with previous research conducted Praja et.al [28] which states that organizational culture significantly negatively affects organizational citizenship behavior. Supported research from Kasyfillah [29] also revealed that organizational culture negatively and significantly affects organizational citizenship behavior.

5.2.4 The Effect of Organizational Commitment, Perceived Organizational Support, and Organizational Culture on Organizational Citizenship Behavior.

The research shows that variables of organizational commitment, perceived organizational support, and organizational culture are proven to jointly influence the organizational citizenship behavior of staff and teachers Foundation Dinamika Edukasi Dasar. This is grounded in the results from simultaneous hypothesis testing through the F test where sig. 0.001 < 0.05, and the f count value is 410.255 > f table 2.798. In addition, these three independent variables have an influence of 96% on the dependent variable, and the remaining 4% is influenced by other factors not examined in this study.

6. CONCLUSION AND SUGGESTIONS

Based on the data analysis and the studies that have been conducted at the Foundation Dinamika Edukasi Dasar regarding the effect of organizational commitment, perceived organizational support, and organizational culture on organizational citizenship behavior, the following conclusions can be drawn:

6.1 Conclusion

This study's testing and discussion findings allow for the following conclusions to be made. Organizational commitment has a positive and significant effect on organizational citizenship behavior; perceived organizational support has a positive and significant effect on organizational citizenship behavior; organizational culture has a negative and significant effect on organizational citizenship behavior; and organizational commitment, perceived organizational support, and organizational culture simultaneously have an effect on organizational citizenship behavior.

This explains that the more employees have a high commitment to voluntary behavior, the more organizational citizenship behavior because the more committed employees commit and feel fully responsible for their work will increase voluntary behavior. Will increase voluntary behavior so that it can increase organizational citizenship so that it can increase organizational citizenship behavior at Foundation Dinamika Edukasi Dasar. This explains that employees who feel cared for will give back by showing behavior outside of their responsibility to increase organizational citizenship behavior because employees who feel recognized, cared for, cared for welfare, and feel given access to develop careers by the foundation then employees will reciprocate by showing behavior outside of their responsibilities so that they can increase organizational citizenship behavior at Foundation Dinamika Edukasi Dasar. This shows that organizational culture cannot increase organizational citizenship behavior and that organizational culture consists of professionalism, distance from management, and regularity. Integration at the Foundation Dinamika Edukasi Dasar cannot increase employees' organizational citizenship behavior at the foundation. Moreover, it can be concluded that the three independent variables positively and significantly affect organizational citizenship behavior.

6.2 Suggestion

Based on the research above, researchers recommend increasing organizational commitment that can support organizational citizenship behavior and increase perceived organizational support for organizational citizenship behavior. Foundation Dinamika Edukasi Dasar needs to increase participation in events that are not required. This can provide opportunities to develop new skills and become role models for other colleagues to improve the quality of organizational citizenship behavior of staff and teachers of Foundation Dinamika Edukasi Dasar needs to pay attention to the perceived organizational support of staff and teachers of Foundation Dinamika Edukasi Dasar to improve

organizational citizenship behavior. Foundation Dinamika Edukasi, the base, needs to re-evaluate the attention and concern of superiors for employees. By doing this, organizational culture can influence and improve the organizational citizenship behavior of staff and teachers. Foundation Dinamika Edukasi Dasar. In addition, researchers recommend adding different indicators to explore the research findings and adding other variables that can be used in this study, such as servant leadership Hanaysha et al., [30] and emotional intelligence Riyanto [31].

AUTHOR'S CONTRIBUTIONS

1. Deffi Septyaning Jati (First Author): search, calculate, input financial report data then it in SPSS and writing of articles.
2. Epsilandri Septyarini (Second Author): provide reference scientific articles, guide, direct and evaluate authors in the process of writing articles.
3. Nala Tri Kusuma (Four Author): guide, direct and evaluate authors in the process of writing.

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