

# THE INFLUENCE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT AND LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PT. JAYA CENTURY ABADI SENTOSA LHOKSEUMAWE CITY

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## Abstract

Company performance must be seen broadly by identifying the success of the organization in meeting community needs and making improvements and improving services to the community because the government's performance has led to good governance. A successful organization is an organization that has a vision and mission that is clear, measurable and can be actualized in company performance. Performance measurement covers various aspects so that it can provide efficient and effective information in achieving performance. Measuring company performance cannot be separated from the performance of its employees. By doing their work, employees produce something called output. Performance is the result of work carried out by employees or real behavior that is reflected in their role in the organization as the organization has one goal, namely seeking profit. The organization can act on the activities or actions of the organization's employees. From previous research observations, it is also known that the phenomenon that occurs in organizations is that there is still a lack of role models for managers in terms of entering and leaving work on time, so this has become a culture or tradition among employees because many employees are not punctual, making employee performance not optimal.

**Keywords:** *Performance, Company, Organization, Employees*

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## 1. INTRODUCTION

Company performance must be seen broadly by identifying the success of the organization in meeting community needs and making improvements and improving services to the community because the government's performance has led to good governance. A successful organization is an organization that has a vision and mission that is clear, measurable and can be actualized in company performance. Performance measurement covers various aspects so that it can provide efficient and effective information in achieving performance. Measuring company performance cannot be separated from the performance of its employees. By doing their work, employees produce something called output. Performance is the result of work carried out by employees or real behavior that is reflected in their role in the organization as the organization has one goal, namely seeking profit. The organization can act on the activities or actions of the organization's employees.

PT Abad Jaya Abadi Sentosa is a company operating in the construction sector located in Lhokseumawe City. The performance of PT Abad Jaya Abadi Sentosa has decreased in recent years. This decline in company performance was caused by deteriorating employee performance. The following is the performance of PT Abad Jaya Abadi Sentosa in 2018-2022. Employee behavior is related to the implementation of Organizational Citizenship Behavior (OCB). OCB is extra behavior that is not part of an employee's formal obligations, but functions to support the organization effectively (Robbins and Judge, 2017). The benefits of OCB to organizations are that it can help increase the productivity of co-workers, increase the efficiency of using organizational human resources for productive purposes, as an effective means of coordinating activities between employees and between work groups. The following are the results of the pre-survey regarding OCB.

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## **2. IMPLEMENTATION METHOD**

The data required/collected for analysis purposes includes primary data and secondary data. So in this research the data used in data collection are:

1. Primary data was collected directly through a questionnaire consisting of question items distributed to employees of PT Abad Jaya Abadi Sentosa.
2. Secondary data, obtained from PT Abad Jaya Abadi Sentosa documentation.

### **1. Variable Measurement Scale**

The variable measurement scale used in this research uses a Likert scale which functions to measure variable indicators that produce ordinal data. The Likert scale used to measure attitudes, opinions and perceptions of people or groups of people about this social phenomenon has been specifically determined by researchers (Sugiyono, 2017).

### **2. Operational Variables**

The variables that will be used in this research are as follows: Independent Variables consisting of:

- a. Organizational Culture as the first exogenous variable (X1).
  - b. Organizational Commitment as the second exogenous variable (X2)
  - c. Leadership as the second exogenous variable (X.3)
1. Dependent Variable consisting of:
    - a. The dependent variable is Organizational Citizenship Behavior (Y)

### **3. Validity and Reliability Test**

Based on the analysis results, all statements were declared valid because they had a significance level below 5%. Meanwhile, if done manually, the correlation value obtained for each statement must be compared with the product moment correlation critical value where the results show that all statements have a correlation value above the critical value of 5%, namely above 0.3610 (See Correlation Critical Value Table R Product–Moment for n = 30), so that the statements contained in the questionnaire are significant and have construct validity.

### **4. Data analysis technique**

Regression analysis is basically a technique for analyzing the relationship that occurs between 2 or more variables (Sugiyono, 2014). Referring to the research framework and research hypotheses that have been stated previously,

### **5. Classic assumption test**

The use of multiple linear regression as a data analysis tool requires classical assumption tests. The classical assumption tests used in this research include normality and multicollinearity tests. Meanwhile, the autocorrelation test and heteroscedasticity test are not used, because generally cases of autocorrelation and heteroscedasticity only occur in time series data (Sekaran, 2013).

### **6. Hypothesis testing**

Simultaneous test (F) is to test the independent variables in the regression equation which together influence the value of the dependent variable. Testing Criteria:

- a. If F count > F table, then accept Ha and reject H0 at the 5% significance level.
- b. If F count < F table, then accept H0 and reject Ha at the 5% significance level.

## RESULTS AND DISCUSSION

### 1. Research Instrument Test Results

#### A. Validity Test Results

Validity Test Results Table

No. Statement		Variable	Correlation coefficient	Critical Value5% (N=95)	Ket
1	A1	Organizational Citizenship Behavior	0.742	0.202	Valid
2	A2		0.784		
3	A3		0.739		
4	A4		0.348		
5	A5		0.740		
6	B1	Organizational culture	0.675	0.202	Valid
7	B2		0.733		
8	B3		0.665		
9	B4		0.716		
10	B5		0.685		
	C1	Organizational Commitment	0.867	0.202	Valid
12	C2		0.848		
13	C3		0.821		
14	C4		0.802		
15	C5		0.866		
16	C6	Leadership	0.854	0.202	Valid
17	D1		0.923		
18	D2		0.938		
19	D3		0.931		
20	D4		0.928		
21	D5		0.930		
22	D6		0.933		
23	D7		0.958		
24	D8		0.925		
25	D9		0.919		
26	D10		0.883		

Source: Primary Data 2023, (processed)

Based on the table above, it can be explained that all the variables used in this research are all declared valid, because they have a correlation coefficient above the critical value of product moment correlation, which is 0.202 so that all the questions contained in this research questionnaire are declared valid for further in-depth research. . Thus, all instrument items for each variable in this study have met the requirements for further testing.

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**B. Reliability Test Results**

Research Variable Reliability Table (Alpha)

No.	Variable	Items Variable	Alpha Value	Ket
1.	Organizational Citizenship Behavior	5	0.603	Reliable
2.	Organizational culture	5	0.711	Reliable
3.	Organizational Commitment	6	0.917	Reliable
4.	Leadership	10	<b>0.981</b>	Reliable

Source: Primary Data 2023, (processed)

Based on the reliability analysis, it can be seen that the alpha for each respondent's perception variable can be seen from several variables, namely that it has met Cronbach Alpha credibility where the alpha value is greater than Alpha 0.60.

**2. Classic assumption test**

**1. Normality Test Results**

Normality Test Table – One Sample Kolgomogorov-Smirnov Test

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		95
Normal Parameters, b	Mean	,0000000
	Std. Deviation	,26872391
Most Extreme Differences	Absolute	,078
	Positive	,064
	Negative	-,078
Statistical Tests		,078
Asymp. Sig. (2-tailed)		,189c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

**Source: SPSS Output Results**

The table shows that the significance value of the normality test is 0.189 or  $> 0.05$ , meaning that the residual data is normally distributed. The results of the test above are also supported by the results of graphic analysis, namely the histogram graph and the Normal Probability Plot graph as seen in figures 4.1 and 4.2 below. Based on the histogram graph in Figure 4.1 below, it can be concluded that the data distribution pattern is close to normal.

## 2. Multicollinearity Test

Table of Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Information
Organizational culture	0.528	1,895	Free from Multicollinearity
Organizational Commitment	0.404	2,477	Free from Multicollinearity
Leadership	0.519	1,925	Free from Multicollinearity

Source: 2023 data (processed).

From the table above it can be seen that all independent variables have a Tolerance value of more than 0.10, meaning there is no correlation between the independent variables. Likewise, the results of calculating the Variance Inflation Factor (VIF) value also show the same thing that all independent variables have a VIF value of less than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model in this study.

## 3. Descriptive Variable Organizational Citizenship Behavior

Table of Respondents' Perceptions of Organizational Citizenship Behavior Variables

No	Statement	Alternative Answers					Average
		SS	S	K.S	T.S	STS	
1.	I help my coworkers when needed	32	37	21	5	0	4.01
2.	I very rarely miss work	34	38	21	2	0	4.09
3.	I show concern for the sustainability of the organization	30	50	13	2	0	4.13
4.	I rarely complain and accept company policies	14	75	6	0	0	4.08
5.	I maintain good relations with my superiors and fellow co-workers	32	37	23	3	0	4.00
Average							4.08

Source: Primary Data, 2023 (processed).

Based on the table, it can be seen that the average Organizational Citizenship Behavior value is 4.08. The average value is  $4.08 > 3.41$ , meaning that the respondent's perception of the question items related to Organizational Citizenship Behavior is "Good".

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#### 4. Descriptive Organizational Culture Variables

Table of Respondents' Perceptions of Organizational Culture Variables

No	Statement	Alternative Answers					Average
		SS	S	K.S	T.S	STS	
1.	I am innovative and dare to take risks	59	33	3	0	0	4.58
2.	I focus more on the results than on the techniques and processes used to achieve the results	61	33	1	0	0	4.63
3.	I prioritize teamwork over individuals	39	40	14	1	1	4.21
4.	I am innovative, aggressive and competitive in my work	40	43	8	4	0	4.25
5.	I want to contribute further to advancing this organization	25	48	19	3	0	4.00
Average							4.33

Source: Primary Data, 2023 (processed).

Based on this, it can be seen that the average Organizational Culture value is 4.33. The average value is  $4.33 > 3.41$ , meaning that the respondent's perception of the question items related to Organizational Culture is "Good".

#### 5. Descriptive Variable Organizational Commitment

Table of Respondents' Perceptions of Organizational Commitment Variables

No	Statement	Alternative Answers					Average
		SS	S	K.S	T.S	STS	
1.	I have Sense of belonging to the organization	51	31	12	1	0	4.37
2.	I have a feeling of attachment to the organization	46	30	17	2	0	4.26
3.	I am able to interpret the organization personally	38	40	17	0	0	4.22
4.	It is hoped that I will not leave the organization	35	41	18	1	0	4.15
5.	I have a sense of pride in the organization	49	33	13	0	0	4.37
6.	I have loyalty to the organization	45	31	15	4	0	4.23
Average							4.27

Source: Primary Data, 2023 (processed).

Based on the table, it can be seen that the average Organizational Commitment value is 4.27. The average value is  $4.27 > 3.41$ , meaning that the respondent's perception of the question items related to Organizational Commitment is "Good".

## 6. Descriptive Leadership Variables

Table of Respondents' Perceptions of Leadership Variables

No	Statement	Alternative Answers					Average
		SS	S	K.S	T.S	STS	
1.	Leaders are able to analyze deeply Determine steps to achieve goals	26	61	8	0	0	4.18
2.	Leaders are able to provide "examples or role model of simplicity for employees so they are not too generous	28	56	11	0	0	4.17
3.	Leadership in setting goals must be rational and in assessing the wishes of his subordinates objective	31	52	12	0	0	4.20
4.	Leadership in preparing internal stepsThe process of achieving goals must be programmed, structured and conceptualized	30	55	10	0	0	4.21
5.	The leader wants it listen to subordinates to avoid being authoritarian	25	60	10	0	0	4.15
6.	Leaders have communication skills Good at conveying orders to employees	27	56	12	0	0	4.15
7.	Leadership adapts environment to be able to create a conducive work environmentin the division of tasks.	29	53	13	0	0	4.16
8.	Leadership in decision making must be firm without compromise	29	52	14	0	0	4.15
9.	Leaders have responsibilities to their subordinates	28	48	19	0	0	4.09
10.	Leaders have communication skills, namely the ability or ability to convey messages, ideas or thoughts to other people	28	52	15	0	0	4.13
Average							4.16

Source: Primary Data, 2023 (processed).

Based on the table above, it can be seen that the average Leadership score is 4.16. The average value is  $4.16 > 3.41$ , meaning that the respondent's perception of the question items related to Leadership is "Good"

## 7. Multiple Linear Regression Results

Table of Regression Analysis Results

		Unstandardized Coefficients		t	Sig.
Model		B	Std. Error		
1	(Constant)	1,087	0.269	4,036	0,000
	Organizational culture	0.341	0.082	4,178	0,000



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Organizational Commitment	0.141	0.067	2,107	0.038
Leadership	0.219	0.067	3,284	0.001

Source: Processed Primary Data, 2023

Thus, the results of statistical calculations can be written as a simultaneous multiple linear regression equation as follows:

$$Y = 1.087 + 0.341X_1 + 0.141X_2 + 0.219X_3$$

From the results of the regression equation above, it is known that the results of the research are as follows:

1. The constant value is 1.087, meaning that if the Organizational Culture, Organizational Commitment and Leadership variables are zero or constant, then the Organizational Citizenship Behavior variable will have a positive value of 1.087.
2. The regression coefficient for the influence of Organizational Culture is 0.341, explaining that every increase in Organizational Culture will increase Organizational Citizenship Behavior by 0.341, meaning that there is a positive influence of the Organizational Culture variable on Organizational Citizenship Behavior. The regression coefficient value also shows that organizational culture has the largest coefficient value, which means that organizational culture has a dominant influence on OCB compared to other variables.
3. The regression coefficient for the influence of Organizational Commitment of 0.141 explains that every increase in Organizational Commitment will increase Organizational Citizenship Behavior by 0.141, meaning that there is a positive influence of the Organizational Commitment variable on Organizational Citizenship Behavior.
4. The regression coefficient for the influence of Leadership is 0.219, explaining that every increase in Leadership will increase Organizational Citizenship Behavior by 0.219, meaning that there is a positive influence of the Leadership variable on Organizational Citizenship Behavior.

## 5. Correlation and Determination Coefficient

Correlation and Determination Coefficient Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779a	.606	.593	.27312

Source: Processed Primary Data, 2023

The correlation coefficient R of 0.779 explains that the degree of relationship (correlation) between the variables Organizational Culture (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>) and Leadership (X<sub>3</sub>) with Organizational Citizenship Behavior (Y) is positive with a close relationship of 77.9%. This means that the three independent variables have a strong relationship with Organizational Citizenship Behavior (Y) with category values of 60% -80%. Meanwhile, the termination coefficient is a coefficient that explains the magnitude of the influence of one of the independent variables on the dependent variable assuming that the other variables are unknown. From the SPSS output results, the Adjusted R Square is 0.593. The Adjusted R Square value of this size explains that the role of the variables Organizational Culture (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>) and Leadership (X<sub>3</sub>) in influencing Organizational Citizenship Behavior (Y) is 0.593 or 59.3%. Meanwhile, the remainder (residual value) of the role of this variable is 0.407 or 40.7% influenced by other variables not involved in this research.



## DISCUSSION

### A. The Influence of Organizational Culture on Organizational Citizenship Behavior

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Organizational Culture variable is 4.178 with a significance probability value of 0.000. Meanwhile, the t-table value at df 91 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis ( $H_a$ ) can be accepted and reject the null hypothesis ( $H_o$ ), meaning that Organizational Culture ( $X_1$ ) partially has a significant effect on Organizational Citizenship Behavior ( $Y$ ).

### B. The Influence of Organizational Commitment on Organizational Citizenship Behavior

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Organizational Culture variable is 2.107 with a significance probability value of 0.038. Meanwhile, the t-table value at df 91 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis ( $H_a$ ) can be accepted and reject the null hypothesis ( $H_o$ ), meaning that Organizational Commitment ( $X_2$ ) partially has a significant effect on Organizational Citizenship Behavior ( $Y$ ).

### C. The Influence of Leadership on Organizational Citizenship Behavior

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Leadership variable is 3.284 with a significance probability value of 0.001. Meanwhile, the t-table value at df 95 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis ( $H_a$ ) can be accepted and reject the null hypothesis ( $H_o$ ), meaning that Leadership ( $X_3$ ) partially has a significant effect on Organizational Citizenship Behavior. .

### D. The Influence of Organizational Culture, Organizational Commitment and Leadership Style on Organizational Citizenship Behavior

The results of dividing the Mean Square regression by the residual Mean Square obtained a calculated F value of 46.705 with a significance probability value limit of 0.000. Meanwhile, the F table value at the 5% significance level and df 90 is 2.705. Thus the calculated F value (74.690) is greater than the F table (2.705) so that a decision can be taken, namely accepting the alternative hypothesis ( $H_a$ ) and rejecting the  $H_o$  hypothesis, meaning Organizational Culture ( $X_1$ ), Organizational Commitment ( $X_2$ ) and Leadership ( $X_3$ ) together they influence Organizational Citizenship Behavior ( $Y$ ).

### 1. Managerial Implications

Based on the research results, several implications were obtained as follows.

1. In the Organizational Citizenship Behavior variable, the respondent's perception was obtained with the lowest average value on the "courtesy" indicator, where employees are still lacking in maintaining good relationships with superiors and fellow co-workers. This can be a concern for company management to create a healthy organizational climate where fellow employees

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can respect each other. This can start from the leadership where the leader can first set an example to his subordinates.

2. In the Organizational Culture variable, respondents' perceptions were obtained with the lowest average value on the "stability" indicator, where employees still lacked the desire to contribute further to advancing the company. This can be input for company management to increase employee work motivation and work engagement. This increase can be done by giving bonuses to employees who excel and involving employees in important decisions for the company.
3. In the Organizational Commitment variable, the respondent's perception was obtained with the lowest average value on the indicator "will not leave the organization" where employees still want to leave the organization. This can be input for company management to increase employee loyalty by providing wage increases for several employees who contribute more to the company's progress.
4. In the Leadership variable, the respondent's perception was obtained with the lowest average value on the "responsibility" indicator where the leader has less responsibility to his subordinates. This can be input for company management so that they can replace leaders who do not respect their subordinates.

#### **4. CONCLUSION**

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

1. Organizational culture partially influences Organizational Citizenship Behavior at PT Abad Jaya Abadi Sentosa, Lhokseumawe City.
2. Organizational Commitment partially influences Organizational Citizenship Behavior at PT Abad Jaya Abadi Sentosa, Lhokseumawe City.
3. Leadership partially influences Organizational Citizenship Behavior at PT Abad Jaya Abadi Sentosa, Lhokseumawe City.
4. Organizational Culture, Organizational Commitment and Leadership simultaneously influence Organizational Citizenship Behavior at PT Abad Jaya Abadi Sentosa, Lhokseumawe City.

#### **Suggestion**

Based on the research results, the suggestions that can be given are:

- 1) Organizational culture has a dominant influence on OCB. This can be a suggestion for further research to examine the influence of organizational culture in company operations.
- 2) To improve Organizational Citizenship Behavior, companies can create a conducive organizational culture because it is the factor that has the greatest influence on Organizational Citizenship Behavior.

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