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**ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN  
MEDIATING CULTURE ORGANIZATION AND COMMITMENT ON PERFORMANCE**

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**ABSTRACT**

This research aims to examine the influence of organizational citizenship behavior in mediating organizational culture and commitment on the performance of employees of the Aceh Besar Public Works and Spatial Planning Department. In this study, the population was all employees of the Aceh Besar Public Works and Spatial Planning Department, totaling 185 employees. Because all members of the population were taken as respondents, the method used in this research was the census method. Data analysis in this research uses the Structural Equation Modeling (SEM) method. The research results show that employee performance, organizational citizenship behavior, organizational culture, and organizational commitment, organizational culture influences organizational citizenship behavior, organizational commitment influences organizational citizenship behavior, organizational culture influences employee performance, organizational commitment influences employee performance, organizational citizenship behavior influences employee performance, organizational citizenship behavior partially mediates the influence of organizational culture on employee performance, and organizational citizenship behavior partially mediates the influence of organizational commitment on employee performance.

**Keywords:** Organizational Citizenship Behavior, Organizational Culture, Commitment, Employee Performance

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**1. INTRODUCTION**

The performance of public organizations must be seen broadly by identifying the organization's success

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 organizational performance. Performance measurement covers various aspects so that it can provide efficient and effective information in achieving performance.

Measuring organizational 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. Because increasing employee performance automatically increases organizational performance.

One of the government organizations is the Aceh Besar Public Works and Spatial Planning Service. The Aceh Public Works and Spatial Planning Service carries out the general tasks of regional government in realizing the development of facilities and infrastructure in the development sector. For this reason, the Aceh Public Works and Spatial Planning Service has formulated a description of the implementation of these duties and authorities in the form of the Vision and Mission of the Aceh Public Works and Spatial Planning Service as supporting development pillars. The legal basis for the formation of the Aceh Public Works and Spatial Planning Service is Aceh Qanun Number 13 of 2016 concerning the Formation and composition of Aceh Apparatus and Aceh Governor's Regulation Number 108 of 2016 concerning Position, Organizational Structure, Duties, Functions and Work Procedures of the Aceh Public Works and Spatial Planning Service.

The performance of Aceh's Public Works and Spatial Planning services certainly cannot be separated from the performance of its employees. The better the person succeeds in the organization, the more benefits the organization receives. Efficiency is the result of good work employees carry out qualitatively and quantitatively when fulfilling their duties in accordance with the responsibilities given to them (Mangkunegara, 2010). An organization is usually formed to achieve a goal through the actions of all human resources in the organization (Wibowo, 2010). However, human resource performance is largely determined by the internal and external environmental conditions of the organization, including organizational culture. The following are the performance achievements Employees of the Public Works and Spatial Planning Department of Aceh Besar.

**Table 1. Employee Performance Achievements**

Year	Average Achievement of Employee Work Goals
2016	91.02
2017	92.07
2018	90.11
2019	88.22
2020	87.02
2021	86.01

Source: Aceh Public Works and Spatial Planning Service, 2022

Based on Table 1, it is known that the performance achievements of employees of the Aceh Public Works and Spatial Planning Service have decreased from 2017 to 2021. This shows that employee performance has not been optimal because there has been a decrease in employee work target achievements. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. Increasing employee performance will have an impact on organizational achievements.

One of the factors that influences employee performance is employee organizational behavior (Titisari, 2017). Organizational Citizenship Behavior 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 Organizational Citizenship Behavior for 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 initial survey results show that Organizational Citizenship Behavior has not shown maximum results. In the pre-survey, several respondents found that they had increased extra roles inside and outside their work in order to work more effectively in achieving organizational goals, but this still cannot be realized because there are still some employees who carry out actions that do not comply with the rules or have low motivation. , neglecting responsibilities and efforts to work optimally.

From the observations of previous researchers, 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 that this has become a culture or tradition among employees because many employees are not punctual, making employee performance not optimal. This causes inefficiencies in the workplace and even reduces productivity. Decreased performance has a negative impact on organizational development, so the organization must be able to overcome problems that arise, so that employees can increase their efficiency in achieving the goals set by the organization, and employees must be able to work together well to achieve what the organization desires.

**Table 2 Absence Rates for the Period January to December 2022**

No	Month	Consumer Absence				
		Sick	Permission	Without explanation	Amount	%
1	January	5	7	4	16	25,0%
2	February	4	6	5	15	33,3%
3	March	7	7	4	18	22,2%
4	April	5	6	6	17	35,3%
5	May	7	7	5	19	26,3%
6	June	4	6	4	14	28,6%
7	July	6	8	7	21	33,3%
8	Agustus	4	6	6	16	37,5%
9	September	3	6	4	13	30,8%
10	October	5	8	6	19	31,6%
11	November	3	7	6	16	37,5%
12	December	4	7	8	19	42,1%
Amount		57	81	65	203	32,0%

Source: Aceh Public Works and Spatial Planning Service, 2022

Based on the data in Table 1.2 above, it is known that there are still many consumers who do not exercise good discipline. This can be seen from the increasing percentage of consumer absenteeism from January to December 2022. However, attendance cannot be an objective benchmark because the Aceh Public Works and Spatial Planning Department has used digital attendance, but it is still done by consumers who are absent or late.

Another factor that can influence employee performance is organizational culture (Wardani, et al., 2016). A participating organizational culture will help the organization provide certainty to all employees to develop together, grow and develop the agency. An understanding of organizational culture needs to be instilled in employees from an early age. If when they first start working, they enter an agency with various characteristics and expectations, then through training, orientation and adjustment, employees will absorb the organizational culture which will then develop into a group culture, and finally be absorbed as a personal culture. If the process of internalizing organizational culture into personal culture is successful, employees will feel identified with their agency, feel united and there will be no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for the agency and employees.

Apart from organizational culture factors, commitment factors can also influence employee performance. Commitment is the certainty of a person's behavior towards an organization in the form of loyalty and achievement of the organization's vision and mission as well as the values and goals of the organization. With high commitment to the organization, it is hoped that love for the organization will become greater

and a sense of responsibility for the progress of the organization will become a priority for employees, so that the organization will grow in accordance with the organization's vision and mission. This is in line with the opinion of (McShane and Glinow, 2010), Commitment is the strongest influence, where people identify with requests and are very motivated to carry them out, even when the source of motivation is no longer present.

Employees who are committed to the organization have the possibility to improve their performance both individually, in groups and within the organization. Employees with a high level of organizational commitment give up their best efforts to advance in their efforts to achieve organizational goals and uphold organizational values, as well as actively participate in advancing the organization as an organization. This organizational commitment is influenced and developed when participation in the organization proves to be a satisfying experience, that is, it can provide opportunities to do better work or create opportunities to attract valuable personalities, meaning that employees' attachment to the organization or organizations influences their job satisfaction.

Based on the various explanations and phenomena mentioned above, the author is interested in conducting comprehensive research in the form of a thesis with the title "Analysis of the Influence of Organizational Citizenship Behavior in Mediating Organizational Culture and Commitment on the Performance of Aceh Besar Public Works and Spatial Planning Employees".

## **2. LITERATURE REVIEW**

### **2.1 Employee Performance**

Aziz and Fauzah (2018) state that performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Farisi et al. (2020) states that performance is the result achieved by a person according to the standards applicable to the job in question. Arisanti et al. (2019) stated that performance is the willingness of a person or group to carry out activities and perfect them in accordance with their responsibilities with the expected results.

According to Robbins and Judge (2017:260) performance indicators are a tool for measuring the extent to which employee performance has been achieved. The following are several indicators for measuring employee performance, namely:

- a) Quality of Work;
- b) Quantity;
- c) Timeliness;
- d) Effectiveness;
- e) Service Orientation
- f) Integrity
- g) Commitment
- h) Discipline

- i) Cooperation
- j) Leadership

## 2.2. Organizational Citizenship Behavior

According to (Organo, 2015), Organizational Citizenship Behavior is independent individual behavior that is not directly or explicitly related to the reward system and can increase the effectiveness of organizational functions. (Huang, Wang, and Xie, 2014) states that organizational citizenship behavior is a term used to identify employee behavior. Such behavior is defined as “behavior that benefits, or is intended to benefit, the organization that leads directly to role expectations. Organizational Citizenship Behavior can be done anywhere, you don't have to wait in a large organization or organization (Putri, 2018). Organizational Citizenship Behavior is a form of behavior that is an individual choice and initiative and is not related to the organization's formal reward system, but increases the effectiveness of the organization as a whole (Hendrawan, Sucahyawati, & Indriyani, 2017). This means that the behavior is not part of the employee's job requirements or job description, so there is no penalty if it is not reported.

In this research, the indicators used to measure Organizational Citizenship Behavior among employees were developed by (Mowday, Steers and Porter, 1979). The organizational citizenship behavior indicators consist of; (1). Employees always obey the rules even though they are not supervised, (2) There is employee awareness to always behave honestly at work, (3) Employees are always willing to help other employees in dealing with problems and difficulties, (4) Employees are always willing to provide assistance to people around them, (5) Employees always pay attention to existing changes, (6) Employees always play an active role in improving and improving the organization, (7) Employees do not like to complain at work, (8) Employees always maintain relationships to avoid interpersonal problems, (9) Employees always remind colleagues of their actions to prevent problems from arising.

## 2.3 Organizational Culture

Wibowo (2015:15) states that culture consists of shared mental programs that require individual responses to the environment. This definition suggests that we see culture in everyday behavior, but it is driven by ingrained mental programs. Meanwhile, according to Edgar Schein in Wibowo (2015: 16), organizational culture is the underlying philosophy of organizational practices, the rules of the game for life, and the feelings or atmosphere generated by the organization's physical preparation.

According to Sudarmanto (2014: 171), research shows that there are seven main characteristics which as a whole indicate the nature of an organization's culture, namely:

- 1) Innovation and Courage to Take Risks, namely the extent to which employees are encouraged to be innovative and brave take a risk.
- 2) Results Orientation, namely the extent to which management focuses more on results than on techniques and processes used to achieve these results.
- 3) Team Orientation, namely the extent to which employee activities in the organization are on teams rather than on individuals-individual.

- 4) Aggressiveness, namely the extent to which people are innovative, aggressive and competitive rather than relaxed.
- 5) Stability, the extent to which organizational activities emphasize the maintenance of the comparative status quo with organizational growth.

#### **2.4. Organizational Commitment**

Kose (2017) defines commitment as the values that exist within employees which consist of loyalty and trust which make them feel tied to the organization where they are. Organizational commitment is a feeling of bond between employees and the organization which makes employees willing to participate in developing the business to achieve the organization's vision and mission, and makes employees feel like they will be members of the organization for a long time according to Siregar et al. (2019). Meanwhile, according to Hidayati & Rahmawati (2016), Commitment is the feeling of an employee who identifies himself with the rules, values and goals of the organization so that he has the desire to maintain himself as a member of the organization.

According to (Soekidjan, 2009) the behavioral indicators of commitment can be seen in employees are:

- 1) Make adjustments in a way to fit in the organization and do the things that are expected, as well respect organizational norms, according to applicable rules and regulations.
- 2) Model loyalty, by helping others, respecting and accepting things that are considered important by superiors, proud to be part of the organization, and care about the organization's image.
- 3) Actively support, by acting in support of the mission, meeting the organization's needs/mission and adapting to the organization's mission.
- 4) Making personal sacrifices, by placing the interests of the organization above personal interests, making sacrifices in terms of personal choices, and supporting decisions that benefit the organization even if these decisions are not liked.

Employee commitment itself is relative to the individual in identifying his involvement in the organization itself (Wibowo, 2015). The indicators used to assess organizational commitment are:

- 1) Sense of belonging to the organization
- 2) Sense of attachment to the organization
- 3) Personal meaning of the organization
- 4) Will not leave the organization.
- 5) Proud of the organization
- 6) Loyalty

According to (Mathis and Jackson, 2006) organizational commitment is a form of work commitment that appears not only as passive loyalty, but also involves active relationships. Several organizational commitments that influence performance Indicators of organizational commitment include;

- 1) Training
- 2) Work standards



- 3) Equipment and technology
- 4) Level of expectations
- 5) Productive work team

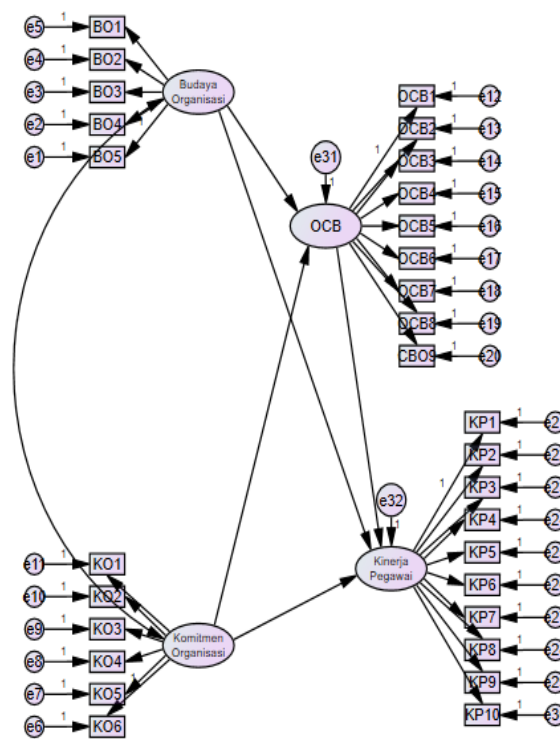
### 3. RESEARCH METHODS

#### 3.1 Population and Research Sample

In this study the population was all employees of the Aceh Besar Public Works and Spatial Planning Department, totaling 185 employees. Because all members of the population were taken as respondents, the method used in this research was the census method.

#### 3.2 Data Analysis Methods

Discuss the research, researchers used data analysis equipment that had been previously collected. Data analysis in this study used the Structural Equation Modeling (SEM) method from the AMOS 22.0 statistical software package.



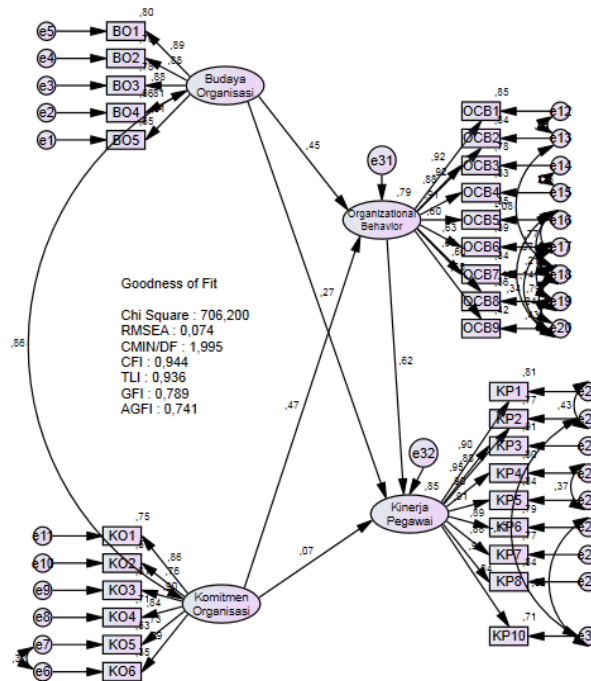
Picture 1. SEM Model

### 4. RESEARCH RESULTS AND DISCUSSION

#### 4.1 Research Results

The results of data processing for the complete analysis of the SEM model are shown in Picture. 2.





Picture. 2 Structural Equation Model (SEM) Test Results

#### 4.2. Hypothesis test

This research hypothesis testing was carried out based on the Critical Ratio (CR) value of a causal relationship of the results SEM processing as in Table 3 below.

Table 3 Standardized Regression Weight SEM

		Influence	Estimate	S.E.	C.R.	P	R-Square
Organizational Citizenship Behavior	<---	Organizational Culture	0,454	0,119	4,545	0,000	0,786
Organizational Citizenship Behavior	<---	Organizational Commitment	0,466	0,103	4,297	0,000	
Employee Performance	<---	Organizational Culture	0,273	0,110	3,055	0,002	0,853
Employee Performance	<---	Organizational Commitment	0,069	0,141	0,763	0,446	
Employee Performance	<---	Organizational Citizenship Behavior	0,617	0,096	6,670	0,000	

Source: Processed Primary Data, (2023)

##### 4.2.1 The Influence of Organizational Culture on Organizational Citizenship Behavior

The influence of Organizational Culture on Organizational Citizenship Behavior obtained a CR value of 4.545 with a significance level of 0.000. Thus, it can be concluded that Organizational Culture has an

influence on increasing Organizational Citizenship Behavior. The magnitude of the influence of Organizational Culture on Organizational Citizenship Behavior is 0.454 or 45.4%. This indicates that improving organizational culture will have a positive and real influence on improving Organizational Citizenship Behavior.

#### **4.2.2 The Influence of Organizational Commitment on Organizational Citizenship Behavior**

The influence of Organizational Commitment on Organizational Citizenship Behavior obtained a CR value of 4.297 with a significance level of 0.000. Thus, it can be concluded that Organizational Commitment has an influence on increasing Organizational Citizenship Behavior. The magnitude of the influence of Organizational Commitment on Organizational Citizenship Behavior is 0.466 or 46.6%. This indicates that the higher the level of Organizational Commitment, the greater the increase in Organizational Citizenship Behavior.

#### **4.2.3 The Influence of Organizational Culture on Employee Performance**

The influence of Organizational Culture on Employee Performance obtained a CR value of 3.055 with a significance level of 0.002. Thus it can be concluded that organizational culture influences employee performance. The magnitude of the influence of Organizational Culture on Organizational Citizenship Behavior is 0.273 or 27.3%. This indicates that the higher the level of Organizational Culture, the greater the increase in Employee Performance.

#### **4.2.4 The Effect of Organizational Commitment on Employee Performance**

The influence of Organizational Commitment on Employee Performance obtained a CR value of 0.763 with a significance level of 0.002. Thus, it can be concluded that Organizational Commitment has no influence on Employee Performance because the significance value obtained is  $> 0.05$ .

#### **4.2.5 The Influence of Organizational Citizenship Behavior on Employee Performance**

The influence of Organizational Citizenship Behavior on Employee Performance obtained a CR value of 6.670 with a significance level of 0.000. Thus, it can be concluded that Organizational Citizenship Behavior influences employee performance. The magnitude of the influence of Organizational Citizenship Behavior on Employee Performance is 0.617 or 61.7%. This indicates that the higher the Organizational Citizenship Behavior will have a direct influence on Employee Performance.

#### **4.2.6 The Influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior**

From the results of the Sobel test calculation, the result was 3.280 and was significant at  $\hat{y} = 0.001$ . Thus, Organizational Citizenship Behavior acts as a mediating variable between Organizational Culture and Employee Performance. So, because Organizational Citizenship Behavior has a significant influence and acts as a mediating variable, Organizational Culture has a significant influence on Employee Performance, the role of Organizational Citizenship Behavior in mediating the relationship between Organizational Culture and Employee Performance is partially mediating. Partial mediation means that the relationship

between Organizational Culture and Employee Performance is not fully mediated by Organizational Citizenship Behavior.

**Table 4 Sobel Test Results Organizational Culture Test on Employee Performance Through Organizational Citizenship Behavior**

Inputs		T-Statistics		Std. Error	P-Value
a	0.454	Sobel test	3.280	0.085	0.0010
b	0.617	Arolan test	3.251	0.086	0.0011
s <sub>a</sub>	0.119	Goddman test	3.310	0.084	0.0009
s <sub>b</sub>	0.096				

#### 4.2.7 The Influence of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior

From the results of the Sobel test calculation, the result was 3.699 and was significant at  $\hat{y} = 0.000$ . Thus, Organizational Citizenship Behavior acts as a mediating variable between Organizational Commitment and Employee Performance. So, because Organizational Citizenship Behavior has a significant effect and acts as a mediating variable, Organizational Commitment does not have a significant effect on Employee Performance, the role of Organizational Citizenship Behavior in mediating the relationship between Organizational Commitment and Employee Performance is fully mediating. Full mediation means that the relationship between Organizational Commitment and Employee Performance is fully mediated by Organizational Citizenship Behavior, where the influence of Organizational Commitment on Employee Performance can be explained indirectly by Organizational Citizenship Behavior.

**Table 5 Sobel Test Results: Organizational Commitment to Employee Performance Organizational Citizenship Behavior**

Inputs		T-Statistics		Std. Error	P-Value
a	0.466	Sobel test	3.699	0.077	0.0002
b	0.617	Arolan test	3.669	0.078	0.0002
s <sub>a</sub>	0.103	Goddman test	3.729	0.077	0.0001
s <sub>b</sub>	0.096				

## 5. CONCLUSION

### 5.1 Conclusion

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

- 1) Employee Performance, Organizational Citizenship Behavior, Organizational Culture, and Organizational Commitment at the Aceh Besar Public Works and Spatial Planning Service are good.
- 2) Organizational culture influences Organizational Citizenship Behavior in the Aceh Besar Public Works and Spatial Planning Department.
- 3) Organizational Commitment influences Organizational Citizenship Behavior in the Aceh Besar Public

Works and Spatial Planning Department.

- 4) Organizational culture influences employee performance at the Aceh Besar Public Works and Spatial Planning Department.
- 5) Organizational Commitment influences employee performance at the Aceh Besar Public Works and Spatial Planning Service.
- 6) Organizational Citizenship Behavior influences employee performance at the Aceh Besar Public Works and Spatial Planning Department.
- 7) Organizational Citizenship Behavior partially mediates the influence of Organizational Culture on Employee Performance at the Aceh Besar Public Works and Spatial Planning Department.
- 8) Organizational Citizenship Behavior partially mediates the influence of Organizational Commitment on Employee Performance at the Aceh Besar Public Works and Spatial Planning Department.

## 5.2 Suggestion

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

- 1) For further research, it is hoped that we can add other variables that influence employee performance.
- 2) The Organizational Citizenship Behavior variable has the greatest influence on employee performance, thus to improve employee performance, the organization is expected to improve organizational behavior in employees.
- 3) To improve organizational culture, the Aceh Besar Public Works and Spatial Planning Department can encourage it employees to want to contribute more in advancing this organization.
- 4) To improve Organizational Citizenship Behavior, the Aceh Besar Public Works and Spatial Planning Service can provide opportunities for employees to have a full role in improving and revamping the organization.

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