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The Influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employees of Government Sector with Work Engagement Mediation

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Abstract: This research examines the relationship between organizational citizenship behavior (OCB), organizational commitment (OC), and work engagement, as well as the direct and indirect effects of these factors on OCB via work engagement. This research employs a quantitative technique to examine causality. For this research, 83 participants were surveyed using SEM-PLS (Partial Least Square). Primary and secondary data were gathered via the use of questionnaires and literature reviews, respectively. Path analysis was used in the investigation. According to the findings, There is a positive and statistically significant association between organizational culture, work engagement, and OCB. Collaboration and engagement at work are positively and significantly impacted by organizational commitment. Full participation in one's work significantly improves OCB. Work engagement is a crucial mechanism via which organizational culture influences OCB for the better. Their level of involvement at work positively and significantly impacts a person's organizational commitment (OCB).

Keywords: Organizational Culture, Organizational Commitment, Work Engagement, Organizational Citizenship Behavior.

INTRODUCTION

As Indonesia begins to recuperate from the COVID-19 epidemic, the government's priorities have shifted back to enhancing the quality of the country's human resources. As the Coordinating Ministry for Human Development and Culture of the Republic of Indonesia (2020) states, the Indonesian government recognizes that superior, resilient, and high-quality human resources can contribute to national development, independence, and increased competitiveness. Consequently, improving the caliber of human resources has recently emerged as Indonesia's top objective. Improving HR quality is all about empowering people to meet the market's demands with the knowledge and abilities employers need. The government is actively working to improve the quality of public and commercial organizations' human

resources. Federal, state, and local agencies are part of the public sector's ongoing endeavor to enhance the quality of HR. Office red tape is associated with human resources in public sector organizations. According to Vernanda (2020), a country's bureaucracy is a mechanism for public services and growth. Bureaucracy reform or improvement is essential for government services and development to reach their full potential (Vernanda, 2020).

Setjen DPR RI, the Secretariat General of the Indonesian House of Representatives, is one of the government bodies working to improve human resource quality for quite some time. As stated in 2009 by the then-Secretary General, human resources in government agencies are a vital component in achieving clean government agencies, good parliamentary governance, and determining the efficiency and quality of service to House of Representatives members (Dewan Perwakilan Rakyat RI, 2009). A survey evaluated Indonesian House of Representatives members' satisfaction with all areas of support and services offered by the relevant government agency. The results show that the agency's efforts to improve the quality of its services to lawmakers have been fruitful. When measured against a possible 4, House members' overall satisfaction index was 3.2 in 2020, which was considered satisfactory. The bureaucratic reform evaluation conducted by the DPR RI Secretariat General in 2020 yielded a score of 76.63, placing it in the "BB" category. This indicates that the government agency has taken numerous steps to enhance the implementation of bureaucratic reform to achieve good governance (DPR RI Secretariat General, 2020). However, according to the DPR RI Secretariat General Strategic Plan for 2020, the two categories of possible threats to the DPR RI Secretariat General organization are (1) human resources and (2) DPR RI Secretariat General facilities. There is consistency with the performance report that the DPR RI Secretariat General released for 2020–2022. First, Human Resources Competence and Behaviour and second, Quality of Public Services are two of the government agency performance assessment metrics that have declined in the DPR RI Secretariat General Performance Report for 2020, 2021, and 2022.

Consequently, "OCB" (an acronym for "organisational citizenship behaviour") describes how employees act while on the job. Researchers in the 1980s were the first to employ the idea of OCB in their work (Organ, 1983). One definition of organizational citizenship behavior (OCB) offered by Organ (1997) is when employees voluntarily go above and beyond the call of duty to help the organization run more smoothly and efficiently. There is a clearer picture of the problem associated with OCB among government agency workers thanks to the drop in HR behavior indicators. The 2020-2024 Renstra indicates that the indicator of the target of Council Member satisfaction with the support of the government agency from year to year must increase according to the target achievement. However, suppose there is a decline in several indicators, one of which is regarding the Competence and Behavior of HR in the government agency. In that case, the realization of the target will also decline. This happened in the 2021 DPR RI Secretariat General Performance Report with a decline in the satisfaction rate of Council Members with the support of the DPR RI Secretariat General due to a decline in the indicators of Competence and Behavior of HR.

To ensure that the behavioral problems are related to OCB, researchers conducted a preliminary study on OCB on 18 DPR RI Secretariat General employees. The results showed that as many as 50% of employees were unwilling to attend a non-crucial event but could improve the image of the organization, 44.4% of employees did not know about the development of the organization, and 27.8% of employees did not feel proud when introducing and telling the organization where they work to the public. Preliminary research on organizational citizenship behavior (OCB) among DPR RI employees paints an objective picture of the continued absence of OCB features, particularly in the areas of employees' propensity to miss out on opportunities to enhance the company's reputation and their reluctance to track the progress of the business.

Due to the variation in the results of previous studies on the factors influencing OCB, the researcher conducted a preliminary study on the factors that caused the finding of less than optimal OCB behavior in the DPR RI Secretariat General employees to find out what factors are suspected of influencing this phenomenon. The results of the preliminary study of factors that may influence the OCB behavior of DPR RI Secretariat General employees show that several factors are suspected of influencing the level of OCB of DPR RI Secretariat General employees.

Of the various statements representing factors that may influence the OCB of DPR RI Secretariat General Employees, work engagement, organizational culture, and organizational commitment are the statements that received the most "NO" responses from 18 respondents. In the statement representing the organizational culture variable, there were still 6 respondents who answered NO. In the statement representing the work engagement variable, the number of respondents who answered NO was 7. The statement representing the organizational commitment variable is that most respondents answered no, which is 11 respondents. Based on the preliminary study data, this study can then be limited to factors suspected of influencing the level of OCB of DPR RI Secretariat General Employees, namely organizational culture, work engagement, and organizational commitment. Mariman (2014) stated that in this reform era, OCB plays a role in determining the performance of an organization. Based on the description of the problem regarding OCB behavior, it shows that the scope of the problems found is broad. The importance of the OCB problem, the absence of research on OCB in the government agency, and the inconsistency of OCB research results made researchers interested in conducting an OCB study at the DPR RI Secretariat General.

Organizational citizenship behavior is defined by Ahmad and Tanzin in Mahendra and Ida (2017) as members of the organization demonstrating helpful behavior that is constructive and appreciated by the company. This behavior is not integral to the work process and is not tied to individual productivity in any way of compensation. A related point was made by Wahda et al. (2020), citing the definition of organizational citizenship behavior put forth by Organ and Podsakoff. This definition describes organizational citizenship behavior as adaptable actions that are not directly measured by the formal reward system of the organization but which contribute to its overall effectiveness, with helping coworkers being one of these behaviors. According to Newstrom & Davis in Rostiawati (2020), *Organizational Citizenship Behavior is an act of free will and beyond the call of duty which can increase the organization's success and often occurs spontaneously, is voluntary, and has an impact on constructive results. Altruism, civic virtue, conscientiousness, politeness, and sportsmanship are the five pillars upon which Organ's (2019) theory of organizational citizenship rests.*

Organizational culture, according to Robbins & Judge (2015), is a common structure among its members that is recognized and utilized to distinguish the organization from others. Sulaksono (2019) offers an alternative interpretation of organizational culture as a collection of assumptions, norms, and practices that all employees embrace and use to deal with the outside world in pursuit of the company's objectives. According to Sulaksono (2019), an organization's culture consists of the values that its employees uphold while fulfilling their responsibilities and acting professionally inside the company. Organisational culture may be described along seven characteristics by Robbins and Judge (2015): aggression, stability, people orientation, outcomes orientation, attention to detail, innovation and risk taking, and results orientation.

Organisational commitment is defined as (a) the emotional connection that workers have with their employer and (b) the factors that influence whether they stay or leave the company (Meyer & Allen, cited in Muda & Fook, 2020). Organisational commitment, according to Busro (2018), is a measure of how devoted an organization's members are to the group's mission and its shared objectives. This devotion serves as a yardstick by which the

organization's progress towards its objectives is measured. Meyer and Allen identified three aspects of organizational commitment in their article for Muda and Fook (2020): emotional commitment, continuing commitment, and normative commitment.

According to Bakker and Leiter (2010), one may contrast job burnout with work engagement, which is characterized as a state of pleasant, fulfilling, and emotionally driven work-related well-being. According to Gagne (2014), a high level of job engagement is characterised by a combination of positive attitude, a supportive work environment, and a sense of personal investment in one's work. A three-part instrument measuring labour engagement—vigor, devotion, and absorption—was also described by Bakker and Leiter (2010).

Based on the description, the hypothesis in this study is: **H1: Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior.**

A well-developed organizational culture can make the behavior of people in the organization more productive. Behaviors such as helping coworkers, volunteering in extra activities, avoiding conflict with coworkers and having the motivation to protect organizational facilities and complying more with organizational regulations because regulations have been considered as values and/or foundations for attitudes and behavior. Therefore, this good and conducive organizational culture may give rise to positive attitudes at work, high loyalty and employee commitment which are included in Organizational Citizenship Behavior (Satyawati & Rahyuda, 2022).

H2: Organizational Culture bring a positive and significant effect on Work Engagement.

Management establishes an organization's culture by thinking about what makes a good work environment, which in turn makes employees happy and invested (Satyawati & Rahyuda, 2022). The promotion of clearly defined organizational goals and standards also helps create a productive work environment that supports the company's culture (Putri et al., 2021). This sort of support increases engagement and productivity because it encourages workers to open out to one another and become more involved. Consequently, a strong company culture will lead to more engaged workers.

H3: Organizational Commitment bring a positive and significant effect on Organizational Citizenship Behavior.

Presli, et al. (2023) said that organisational commitment is characterised by a strong desire for individuals to stay a part of the organisation, a firm confidence in the organization's principles and objectives, and a willingness to put in enough effort to represent the organisation. This means that employees will consistently go above and beyond what is required of them in the employment contract to demonstrate their care for the company when the level of commitment from management is high.

H4: Organizational commitment has a positive and significant effect on Work Engagement.

The creation of good organizational commitment, such as the willingness to remain in the organization, a sense of pride in the organization, good trust in the organization and a sense of indebtedness to this organization will be able to increase work engagement and make employees more enthusiastic about working, more dedicated and enjoy their work more (Tawil, et al., 2023).

H5: Work Engagement has a positive and significant effect on Organizational Citizenship Behavior.

job engagement is defined by Baker and Leiter (2010) as an engaged worker who is high-energy, actively immersed in their job, and experiences pleasant, fulfilling, and affectively driven work-related well-being; this worker is the polar opposite of work tiredness. Improvements in organizational citizenship behavior, including employees' propensity to assist one another, go above and beyond what is expected of them, and show greater tolerance for challenging work environments, can be achieved through the promotion of positive work

engagement activities like high levels of dedication, enthusiasm, and appreciation for one's work (Tawil, et al., 2023).

H6: Organizational culture influences Organizational Citizenship Behavior through Work Engagement.

Organizational culture is the realization of the application of values that exist in the organization as a reference in working and achieving organizational goals. If the values of the organization are attached to employees and create an understanding of good values, employees feel closer to the organization so that they can form and increase employee attachment to the organization. Employees who feel attached to the organization will make extra efforts to the organization so that extra role behavior is created and make it easier for the organization to achieve its goals. This demonstrates that employee engagement at work mediates the connection between Occupational Citizenship Behaviour and organisational culture. Including Dahlia (2023). Organisational citizenship behaviour is influenced by both company culture and employees' level of engagement on the job, according to Dahlia et al. (2023).

H7: Organizational commitment influences Organizational Citizenship Behavior through Work Engagement.

Tawil (2023) found that organisational citizenship behaviour is impacted by work engagement, which acts as a mediator between organisational commitment and OCBC. Furthermore, Tawil (2023) in his research states that if organizational commitment is formed well, the feeling of being bound to the organization will also increase so that workers will be more dedicated and willing to do work outside their job description and will foster Organizational Citizenship Behavior.

The framework in this research is as follows:

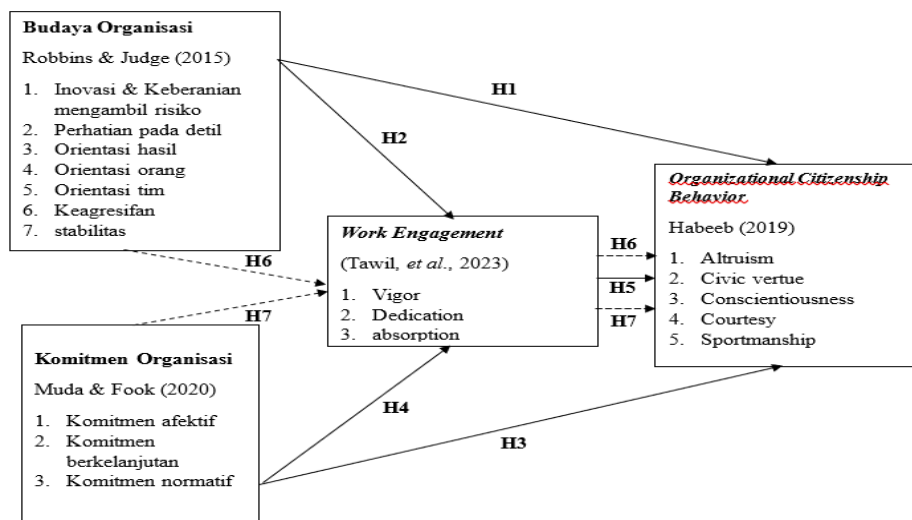


Image 1. Research Framework

METHODS

Includes causal investigations, this study is quantitative. According to Amirullah (2013), causal investigations are a definitive kind of study that aim to establish correlations between causes and conditions. Studying the origins of an issue is the primary goal of causal research. One hundred and forty-four personnel from the Bureau of Building and Residence Management of the Secretariat General of the Indonesian House of Representatives served as the population in this research. The Slovin algorithm was utilized to choose the sample in this research. Out of a total population of 104 workers, 83 respondents were selected for this evaluation. This research will use a probability sampling strategy using a basic random sampling method for sample selection. This is the simplest sampling method and ensures that

every member of the population has an equal chance of being chosen (Suryani & Hendryadi, 2016). In order to get the data required to back up this study, researchers used a combination of literature review and field research (survey). Structural Equation Modelling (SEM) with Partial Least Square for data processing is going to be used in this investigation.

RESULTS AND DISCUSSION

Uji Outer Model

Validity and reliability of the measurement model are checked by the outer model test. Validity and reliability tests were used to conduct the outer model analysis in this research. Convergent and discriminant validity make up the validity test. While Cronbach's alpha and composite reliability calculations include the reliability test. The indicator is considered legitimate if its loading factor (outer loading) value is more than or equal to 0.7, as per the usual rule (rule of thumb). An AVE greater than 0.50 is required for a variable to be considered valid. The cross loading value is another way to determine discriminant validity; this is, the value that is acquired when the loading score on the same indicator block is larger than the correlation value between latent variables. By definition, composite reliability and Cronbach's alpha values more than 0.70 are considered dependable.

Table 1. Loading Factor, Cross Loading and AVE

Variable	Indicator	Loading Factor	Cross Loading				AVE
			Organizational Culture	Organizational Commitment	Work Engagement	OCB	
Organizational Culture	OB1.1	0.755	0.755	0.350	0.441	0.449	0.609
	OB2.2	0.802	0.802	0.471	0.587	0.540	
	OB3.2	0.760	0.76	0.254	0.568	0.524	
	OB6.1	0.804	0.804	0.432	0.578	0.606	
	OB6.2	0.779	0.779	0.424	0.465	0.577	
Organizational Commitment	KO1.1	0.812	0.324	0.812	0.436	0.446	0.636
	KO2.1	0.848	0.433	0.848	0.395	0.525	
	KO3.1	0.727	0.414	0.727	0.518	0.613	
Work Engagement	WE1.1	0.820	0.476	0.428	0.820	0.572	0.652
	WE1.2	0.781	0.642	0.417	0.781	0.599	
	WE1.4	0.807	0.532	0.580	0.807	0.720	
	WE2.2	0.850	0.566	0.471	0.850	0.678	
	WE2.3	0.776	0.551	0.359	0.776	0.630	
	WE2.5	0.820	0.571	0.571	0.820	0.668	
	WE3.2	0.795	0.503	0.391	0.795	0.612	
OCB	OCB1.3	0.723	0.489	0.530	0.490	0.723	0.621
	OCB2.1	0.776	0.639	0.651	0.684	0.776	
	OCB2.2	0.808	0.537	0.543	0.655	0.808	
	OCB3.3	0.802	0.575	0.437	0.714	0.802	
	OCB4.1	0.845	0.522	0.534	0.650	0.845	
	OCB4.2	0.768	0.502	0.490	0.533	0.768	

The loading factor (outer loading) value of each variable's indication is more than 0.7, as shown in Table 1. In order for the indicators in Table 1 to be deemed legitimate, or put another way, for all variables' constructions to be used for hypothesis testing. After that, using Table 1. As a result of a stronger relationship between the association construct and the cross loading values of the indicators on each variable, the association construct has a higher correlation coefficient value than the other constructs in the indicator block. Based on the data in Table 1. It is possible to do further tests on all structures, according to the AVE value test results. All constructions have an AVE value greater than 0.50, indicating that the defined variable has strong validity.

Table 2. Fornell-Larcker Criterion, Composite Reliability, dan Cronbach's Alpha

Variabel	Fornell-Larcker Criterion				Composite Reliability	Cronbach's Alpha
	Organizational Culture	Organizational Commitment	OCB	Work Engagement		
Organizational Culture	0.780 ^{*)}				0.886	0.840
Organizational Commitment	0.497	0.798 ^{*)}			0.839	0.715
Work Engagement	0.695	0.677	0.788 ^{*)}		0.929	0.911
OCB	0.682	0.575	0.776	0.807 ^{*)}	0.907	0.878

Note: ^{*)} indicates the value of \sqrt{A}

In the findings of the Fornell-Larcker Criterion test, the \sqrt{A} value of every variable is higher than the value of every variable when other factors are taken into consideration. All of the constructions were either found to be reliable or had satisfactory composite reliability values, according to the findings of the reliability test. Reason being, all of the constructs' combined dependability values are higher than 0.70. Furthermore, all constructions provide Cronbach's alpha values greater than 0.70. According to the results, the build is quite reliable.

Inner Model Test (Structural Model)

To illustrate the relationship between latent constructs, the inner model test of the structural model makes use of the predicted parameter coefficients and the significance levels of these values. One may evaluate the internal model by doing t-tests, estimating the R-square for endogenous components, and assessing the relevance of the structural path parameter coefficients. One conducts the inner model or structural model test to retrieve the R-Square (R²), Effect size (f²), Predictive Relevance (Q²), and Goodness of Fit (GoF) results. According to Chin in Ghazali (2012), the investigation on the R² value produced moderate results (0.33), weak results (0.19), and high results (0.67). A moderate level of effect from the external latent variable is indicated by a f² result of 0.15, a significant level by a f² result of 0.35 (Ghozali and Latan, 2015). A good match between the model and the data occurs when the Q² value of the endogenous variable is higher than that of the exogenous variable. The fit model's predictive relevance validity is low (Q² = 0.02), moderate (Q² = 0.15) or excellent (Q² = 0.35) depending on the value. Ghazali and Latan (2015) classify the Gof value needs as little (0.10%), medium (0.25%), or large (0.36%). Evidence for the study's hypothesis can be seen in the path coefficient, t-statistic, and P-Values of the study's association between variables, which were computed using the PLS bootstrapping model. Statistical significance is shown by the t-table value of 83, which is 1,990, when the significance threshold (α) is set at 0.05.

Table 3. R-Square (R^2), Effect size (f^2), and Predictive Relevance (Q^2)

	R^2	F^2		Q^2
		<i>Work Engagement</i>	<i>OCB</i>	
Organizational Culture		0.452	0.100	
Organizational Commitment		0.161	0.206	
<i>Work Engagement</i>	0.539		0.386	0.335
<i>OCB</i>	0.732			0.437

With an R-squared value of 0.539, the work engagement variable is considered to have a moderate level of reliability. A high R-Square value (0.732) indicates that the OCB variable is significantly related to the dependent variable.

The f-square value of the organizational culture variable on work engagement is 0.452, indicating that it has a substantial impact. With an f-squared value of 0.1, the organizational culture variable on OCB is considered to have a minor impact. With an f-squared value of 0.161, the organizational commitment variable is considered to have a medium effect on work engagement. With an f-squared value of 0.206, the organizational commitment variable on OCB is considered to have a medium level of effect. The f-square value of the work engagement variable on OCB is 0.386, indicating that it has a substantial effect.

Table 3 shows that OCB has a reasonable model fit and work engagement is an endogenous variable with a significant predictive relevance validity. We may infer that the structural model is fit since the predictive relevance validation of the OCB construct model as an endogenous variable is 0.437, which is larger than other endogenous variables (work engagement) which is 0.335.

Goodness of Fit (GoF)

$$GoF = \sqrt{AVE} \times R^2$$

$$\text{Average AVE value} = (0,636 + 0,609 + 0,621 + 0,652)/4 = 0,630$$

$$\text{Average R2 value} = (0,539 + 0,732)/2 = 0,636$$

The Gof value is

$$GoF = \sqrt{0,630} \times 0,636 \times \sqrt{0,630} \times 0,636 = 0,632$$

With a value of 0.636, the GoF result is in the category of very large GoF values, as determined by the previous calculation. Both the measurement and structural models work well overall, since the Goodness of Fit Index (GoF) score is more than 0.36 (large scale GoF).

Table 4. Nilai Output Path Coefficients

Results of Direct Effect Hypothesis Test					
Hypothesis		Original Sample	T Statistic	P-Value	Conclusion
H1	Organizational Culture à OCB	0.228	2.398	0.008	Positive and significant impact
H2	Organizational Culture à <i>Work Engagement</i>	0.526	5.552	0.000	Positive and significant impact
H3	Organizational Commitment à OCB	0.292	4.264	0.000	Positive and significant impact
H4	Organizational Commitment à <i>Work Engagement</i>	0.314	2.775	0.003	Positive and significant impact
H5	Work Engagement à OCB	0.473	5.388	0.000	Positive and significant impact
Results of Indirect Effect Hypothesis Test					
Hypothesis		Original Sample	T Statistic	P-Value	Conclusion
H6	Organizational Culture à <i>Work Engagement</i> à OCB	0.249	3.732	0.000	Positive and significant impact
H7	Organizational Commitment à <i>Work Engagement</i> à OCB	0.148	2.45	0.007	Positive and significant impact

CONCLUSION

Here are a few key points highlighted by the study and discussion: (1) OCB is positively and significantly impacted by organizational culture. Work engagement is positively and significantly impacted by organizational culture. (3) Organizational commitment and OCB are strongly and positively correlated. (4) Work engagement is positively and significantly impacted by organizational commitment. OCB is positively and significantly impacted by how engaged workers are in their work. (6) OCB is positively and significantly impacted by organizational culture as a result of employee involvement in their job. The direct effect hypothesis test shows that organizational culture has a more direct impact on OCB than the indirect effect technique via the intermediate variable of work engagement. This elucidates how organizational culture might impact OCB independently of the variable of work engagement. (7) Through involvement in one's job, organisational commitment significantly and positively affects OCB. Organisational commitment has a greater indirect impact on organisational citizenship behaviour (OCB) than a direct effect, according to the direct and indirect effect hypothesis test. This elucidates the need of work engagement factors for organisational commitment, which in turn increases OCB.

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