

The Influence of Organizational Culture on Organizational Citizenship Behavior Through Organizational Commitment (Study of Employees at the Mona Plaza Hotel Pekanbaru)

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ABSTRACT

This research was conducted because the author found problems regarding weak organizational citizenship behavior of employees seen from the development of the number of employees who experienced fluctuations and the development of employee absenteeism levels which showed that every year all employees were still found to be absent from work. The purpose of this study was to ascertain and examine how organisational culture affects organisational citizenship behaviour in Mona Plaza Pekanbaru hotel workers through organisational commitment. There were two categories of data that were gathered for this study: primary and secondary data. Respondents filled out surveys in order to provide primary data. The results of the Indirect Effect test indicate that the results are significant for the organisational culture variable on organisational citizenship behaviour through organisational commitment at the Hotel Mona Plaza, Pekanbaru. The results of the Direct Effect test showed that the results were not significant on the organisational culture variable on organisational citizenship behaviour at the Mona Plaza Hotel Pekanbaru. The results of the Significant Results test showed that the results were significant on the Organisational Culture variable on Organisational Commitment at the Mona Plaza Hotel Pekanbaru.

INTRODUCTION

Human resources are among the most valuable factors in achieving company goals, because HR determines whether the company is successful or not in achieving its goals (Narimawati & Munandar, 2022: 1). Moreover, if human resources in a company whose employees help each other after their work is finished and without expecting rewards or what can be called organizational citizenship behavior (OCB), then it can build a harmonious attitude between fellow workers and the work will be completed quickly.

According to Organ et al (2005:3) OCB is additional behavior from individuals that cannot be directly recognized by official forms of work and can generally increase the operational efficiency of the organization. This employee OCB behavior is voluntary, outside of work responsibilities, not formally regulated, and without expectations of reward or appreciation, and can have a positive impact on the effectiveness of the organizational environment if carried out.

According to Organ & Ryan (Zahreni et al., 2021) there are several factors that can influence the formation of OCB behavior from employees, such as organizational culture, one of which is. If a company has a culture that can increase and create satisfaction, order and comfort for employees, it can generate employee OCB behavior. Apart from that, organizational culture can certainly direct employees to carry out teamwork, help fellow co-workers, and avoid conflicts between co-workers, so this can also generate employee OCB behavior.

According to Robbins & Judge (2013) organizational culture refers to the form of shared meaning used by people in an organization which differentiates one organization from another. The form of shared meaning can be interpreted as a series of main characteristics recognized by the organization.

According to a number of research, organisational culture affects OCB. According to research by Wulandari & Utari (2023), organisational culture has a big impact on OCB. According to research by Setyowati et al. (2023), organisational culture has been shown to have a major impact on employees' OCB variable. Then, according to study by Zahreni et al. (2021), staff OCB is positively impacted by organisational culture. However, studies by Handayani et al. (2020) and Asrunputri et al. (2020) claim that organisational culture has a small but beneficial impact on OCB, respectively, and that organisational culture has no effect on OCB.

Apart from organizational culture, which can influence the level of employee OCB behavior, namely organizational commitment. Organizational commitment is the attitude of an employee who is loyal to the organization, encourages the achievement of organizational goals, remains in the organization and for whatever reason does not want to leave the organization (Yusuf & Syarif, 2017:27). The commitment of each employee will be very influential in realizing the company's goals. It is easier for a company to achieve its goals if its employees have a committed attitude towards the company.

Based on Wulandari & Utari's study findings from 2023, which indicate that employee organisational citizenship behaviour is significantly impacted by organisational commitment. According to research by Subu & Rokhman (2022), staff OCB is positively impacted by organisational commitment. Then, according

to study by Badaruddin et al. (2023), organisational commitment significantly improves OCB. Employee dedication to the company is intrinsically linked to organisational citizenship behaviour (OCB) as strong work commitment levels are indicative of OCB attitudes.

Every company, including the tourism sector industry such as hotels, will certainly survive and increase the company's effectiveness and competitiveness if the employees within it have an OCB attitude and commitment to carrying out their work. Apart from that, companies also need to improve a strong organizational culture to create uniformity and order. and employee comfort at work.

Hotel Mona Plaza Pekanbaru is one of the many two-star hotels in Pekanbaru. Mona Plaza Hotel has quite complete facilities, and is also located in a strategic area where it is in a market environment especially for customers, then close to shopping centers, and easy to reach by public transportation. As time goes by, of course there will be more and more star hotels in Pekanbaru, which is why this will be a challenge for the Mona Plaza hotel. To overcome this, of course the Mona Plaza hotel must take various ways to continue to exist, survive and be able to compete. with other companies. One way is by increasing organizational citizenship behavior from employees.

From the results of the pre-survey, the method used by the Mona Plaza hotel to improve service quality is through efforts to increase extra-role behavior (OCB), namely by timely paying salaries to employees, providing regular monthly incentives to employees, namely every mid-month, and involving employees in professional certification activities. both paid and free. Mona Plaza Hotel has also implemented a family-like organizational culture so that employees feel happy at work. It is true that improving the quality of service and implementing an organizational culture such as family can increase OCB behavior, but the reality still shows the weakness of OCB behavior from employees, seen from the development of the number of employees who experience fluctuations or uncertainty in the number of employees and the development of employee absenteeism levels which shows that the total number of hotel employees Every year Mona Plaza still encounters employees who are absent from work and several field phenomena are found which show that there are still indications of weak organizational citizenship behavior among employees, including: there are still several employees who are absent during working hours and there are still several employees. those entering working hours do not comply with the established working hours.

LITERATURE REVIEW

Organizational culture

Organisational culture, according to Robbins & Judge (2013), is the type of shared meaning that employees in an organisation use to set themselves apart from one another. Organisational culture, according to Suryani & Budiono (2016), is the set of principles and values that shape members' behaviour inside the group and are subsequently instilled in newcomers to ensure adherence to the established framework. Then, as stated by Hairani et al. (2022), organisational culture is a set of deeply held beliefs that serve as a standard for conduct for every individual inside the

organisation. Sutrisno (2018) asserts that organisational culture is an imperceptible social force that has the power to inspire employees to complete tasks.

From the definition of organizational culture above, it can be summarized that organizational culture is a value that is applied to an organization and is used as a direction for behavior. If everyone's behavioral style is based on the same values, a strong culture will emerge.

Organisational culture is defined by Robbins & Judge (2013:512-513) as having seven key characteristics that are valuable to an organisation. These include: outcome orientation (i.e., the degree to which management focuses more on results than methods to achieve them), innovation and risk-taking (i.e., the degree to which employees are encouraged to be innovative and dare to make decisions), attention to detail (i.e., the degree to which employees are expected to show thoroughness, study, and pay attention to details), and attention to detail (i.e. the degree to which management, Aggression: the extent to which employees value competitive and aggressive behaviour over careless behaviour; people orientation: the degree to which management decisions consider the effects of each individual within the organisation; team orientation: the degree to which work activities are organised in groups rather than individually; and stability: the extent to which employees prioritise maintaining the status quo over development.

Organizational Citizenship Behavior

Organizational citizenship behavior is additional behavior from individuals that cannot be directly recognized by official forms of work and can generally increase the operational efficiency of the organization (Organ et al., 2005: 3). OCB is voluntary behavior in matters that prioritize organizational needs (Rostiawati, 2020). OCB is voluntary behavior from employees and without coercion in matters that prioritize organizational needs (Affandi et al., 2021). From the definition of organizational citizenship behavior, it can be summarized that OCB is employee voluntary behavior and is carried out outside their main duties or outside working hours.

According to Organ et al (Nahrisah & Imelda, 2019) there are five dimensions of organizational citizenship behavior, namely:

- a. Altruism. The attitude of employees to help co-workers who find themselves in trouble in situations where they are faced with organizational tasks or other personal matters. Altruism leads to providing assistance that is not their duty.
- b. Courtesy. Maintain positive relationships with coworkers to prevent interpersonal problems. This dimension is associated with individuals who have a strong sense of empathy and obedience to others.
- c. Conscientiousness. This attitude shows an effort to do more than the company wants, a voluntary attitude that is not an employee's duty or obligation. Conscientiousness goes far beyond the assigned tasks.
- d. Civic Virtue. This attitude shows responsibility for organizational activities (following changes that occur in the organization, taking the

initiative to improve organizational strategy, and safeguarding organizational resources). Civic Vitue refers to the obligations assigned to individuals in an organization to advance the quality of the work area in which they are involved.

e. Sportsmanship. Behavior that tolerates unfavorable conditions in the organization without complaining. Individuals with a high level of sportsmanship will increase positive conditions among employees, employees will be more orderly and willing to work together with other people, thereby creating a more enjoyable work environment.

Organizational Commitment

Sutrisno (2018:206) defines commitment as an employee's devoted attitude towards his company as well as the method by which he shows it his attention and involvement. According to Yusuf and Syarif (2017), organisational commitment is the disposition of a worker who is devoted to the company, supports the accomplishment of company objectives, stays on staff, and, for whatever reason, does not wish to go.

According to a number of definitions, an individual's belief in and attachment to an organisation, their willingness to stay, their willingness to prioritise the organization's interests over their own, and their actions towards achieving the organization's goals and values can all be summed up as organisational commitment.

According to Meyer & Allen (1991) dimensions of organizational commitment include:

1. Affective Commitment

Affective Commitment, describes the desire to maintain membership in an organization that is largely developed from work skills that produce a sense of comfort and personal competence. A committed person has the desire to stay in the organization because he feels that the organization's goals are in line with what he wants.

2. Continuance Commitment

Continuance commitment, reflects the need to stay and is caused by recognition of the costs associated with leaving (e.g. side bets, lack of alternatives). Therefore, the longer they work in the organization, will increase their fear of losing what they have invested so far.

3. Normative Commitment

Normative commitment reflects responsibility to stay as a result of internalizing norms of loyalty and receiving assistance that requires repayment. This normative commitment can be interpreted as internalized normative pressure so that employees act in line with the direction and will of the organization.

Hypothesis

H1: At the Mona Plaza Hotel Pekanbaru, it is believed that organisational citizenship behaviour (Y) is significantly influenced by organisational culture (X).

H2: At the Mona Plaza Hotel Pekanbaru, it is believed that Organisational Culture (X) significantly affects Organisational Commitment (Z).

H3: At the Mona Plaza Hotel Pekanbaru, it is believed that Organisational Citizenship Behaviour (Y) is greatly influenced by Organisational Commitment (Z).

H4: At the Mona Plaza Hotel Pekanbaru, it is hypothesised that Organisational Culture (X) significantly influences Organisational Citizenship Behaviour (Y) through Organisational Commitment (Z) as an intervening variable.

METHODOLOGY

Quantitative research techniques are the research approach that researchers employ to direct their work. The Mona Plaza Hotel, which lies directly on Jalan HR. Soebrantas KM 18, Pekanbaru, Riau, is the location where this study was carried out. This study employed a census/total sample approach and included all 32 workers of the Mona Plaza Hotel as its population. Questionnaires are used as part of the data gathering approach at the Mona Plaza Pekanbaru Hotel. A set of questions on organisational culture, organisational commitment, and organisational civic behaviour is created. Because of time constraints and the elimination of the requirement for written responses, the questionnaire was used for this study in order to save both the respondents' and the researchers' time. Primary and secondary data are the two categories of data gathered for this study. Respondents filled out surveys in order to provide primary data. Validity and reliability tests were used in this study to test the research instruments. Two techniques may be used to measure the reliability of PLS: the composite reliability value and the Cronbach's alpha value. There are two validity tests: the convergent validity test and the discriminant validity test using SmartPLS 4.0.

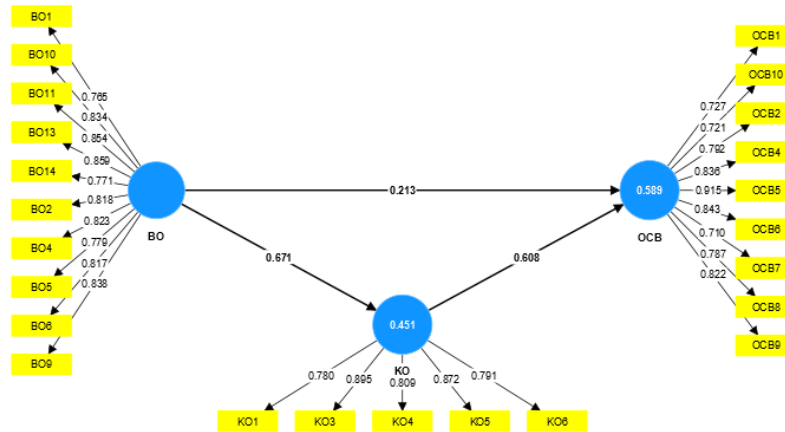
RESEARCH RESULT

Evaluation of Measurement Models(Outer Model)

In order to handle the data in the form of respondent response scores using the SmartPLS 4.0 programme, the author first created a preliminary research model based on the pre-existing hypothesis model. This stage was done in order to find a suitable research model that would be utilised to analyse the author's idea. The following image displays the outcomes of construct indicator estimation using the smartpls programme in the original model:

Figure 1

Measurement Model (Outer Model)



Source: SmartPLS 4.0 processed data

The purpose of validity test analysis is to ensure that research findings are free from bias by assessing the truth and accuracy of the data. Convergent validity test and discriminant validity test are two types of validity tests.

Convergent Validity Test

The connection between the indicator score and the construct score can be used to evaluate reflective indicator validity tests. It is advisable to employ loadings over 0.708, since this indicates that the construct accounts for over 50% of the indicator variation, resulting in satisfactory item rehabilitation (Hair et al., 2019). The outer loading value for each indication on the research variable is as follows. The outer loading, which is shown in the following table, was examined in order to perform the convergent validity test:

Table 1 Indicators and Value of Loading Factor

	Organizational culture (X)	Organizational Commitment (Z)	Organizational Citizenship Behavior (Y)	Information
BO1	0.765			Valid
BO10	0.834			Valid
BO11	0.854			Valid
BO13	0.859			Valid
BO14	0.771			Valid
BO2	0.818			Valid
BO4	0.823			Valid
BO5	0.779			Valid
BO6	0.817			Valid

BO9	0.838			Valid
KO1		0.780		Valid
KO3		0.895		Valid
KO4		0.809		Valid
KO5		0.872		Valid
KO6		0.791		Valid
OCB1			0.727	Valid
OCB10			0.721	Valid
OCB2			0.792	Valid
OCB4			0.836	Valid
OCB5			0.915	Valid
OCB6			0.843	Valid
OCB7			0.710	Valid
OCB8			0.787	Valid
OCB9			0.822	Valid

Source: SmartPLS 4.0 processed data

Ten statement elements, as shown in Table 1, contribute to the formation of organisational culture. Because all of the indicators in the organisational culture construct have loading factor values more than 0.708, as demonstrated by the data processing findings above, all of the indicators in the organisational culture construct have satisfied the criterion for convergent validity. On the organisational culture variable, the first statement item has the lowest loading factor (0.765) and the thirteenth statement has the greatest loading factor (0.859).

The organisational commitment construct is thus composed of five statement components. Because the findings of the data processing above demonstrate that the loading factor value for each indicator in the organisational commitment construct has a value greater than 0.708, all indicators in the construct have satisfied the standards for convergent validity. On the organisational commitment variable, the first statement item has the lowest loading factor (0.780), while the third statement has the greatest loading factor (0.895).

Nine statement elements comprise the organisational citizenship behaviour construct, which comes next. Because the above data processing results demonstrate that the loading factor value for each indicator in the organisational citizenship behaviour construct has a value greater than 0.708, all indicators in the construct have satisfied the requirements for convergent validity. On the organisational citizenship behaviour variable, the fifth statement has the largest loading factor (0.915), while the seventh statement item has the lowest loading factor (0.710).

Discriminant Validity Test

The cross loading value is used to test discriminant validity. If the cross loading value of an indicator on a variable is the highest when compared with other variables, it is said to meet discriminant validity.

Table 2 Cross Loading Values

	Organizational culture (X)	Organizational Commitment (Z)	Organizational Citizenship Behavior (Y)	Information
BO1	0.765	0.629	0.536	Valid
BO10	0.834	0.507	0.515	Valid
BO11	0.854	0.468	0.416	Valid
BO13	0.859	0.500	0.472	Valid
BO14	0.771	0.459	0.354	Valid
BO2	0.818	0.642	0.490	Valid
BO4	0.823	0.653	0.514	Valid
BO5	0.779	0.492	0.594	Valid
BO6	0.817	0.549	0.569	Valid
BO9	0.838	0.504	0.425	Valid
KO1	0.640	0.780	0.642	Valid
KO3	0.627	0.895	0.571	Valid
KO4	0.568	0.809	0.399	Valid
KO5	0.498	0.872	0.659	Valid
KO6	0.449	0.791	0.787	Valid
OCB1	0.448	0.635	0.727	Valid
OCB10	0.313	0.514	0.721	Valid
OCB2	0.389	0.643	0.792	Valid
OCB4	0.513	0.650	0.838	Valid
OCB5	0.681	0.722	0.915	Valid
OCB6	0.577	0.606	0.843	Valid
OCB7	0.346	0.528	0.710	Valid
OCB8	0.536	0.563	0.787	Valid
OCB9	0.581	0.473	0.822	Valid

Source: SmartPLS 4.0 processed data

Table 2 shows that every indicator satisfies the requirements for discriminant validity. When compared to the organisational citizenship behaviour and organisational commitment variables, there is a higher correlation between the correlation value of all indicators and the independent variable, organisational culture, which has a cross loading value of more than 0.50. Therefore, it can be concluded that any organisational culture indicator satisfies the criteria for discriminant validity.

The intervening variable, namely organizational commitment, has a cross loading value of more than 0.50 and the correlation value of all indicators has a high correlation with the organizational commitment variable compared to the organizational culture and organizational citizenship behavior variables. So it can be said that all indicators of organizational commitment have met the requirements for discriminant validity.

When compared to the organisational culture and organisational commitment variables, the dependent variable, organisational citizenship behaviour, has a high correlation with the correlation value of all indicators. The

dependent variable also has a cross loading value of more than 0.50. Therefore, it can be concluded that any organisational citizenship behaviour indicator satisfies the criteria for discriminant validity.

Reliability Test

Reliability testing is necessary in addition to validity testing. In order to assess the outer model, this test looked at the latent variable construct's reliability using two metrics: composite reliability and Cronbach alpha. The construct is deemed to achieve dependability if both the composite reliability rating and the Cronbach alpha value are more than 0.7. The SmartPLS output findings are listed below.

Table 3 Quality Criteria (Cronbach alpha and Composite Reliability)

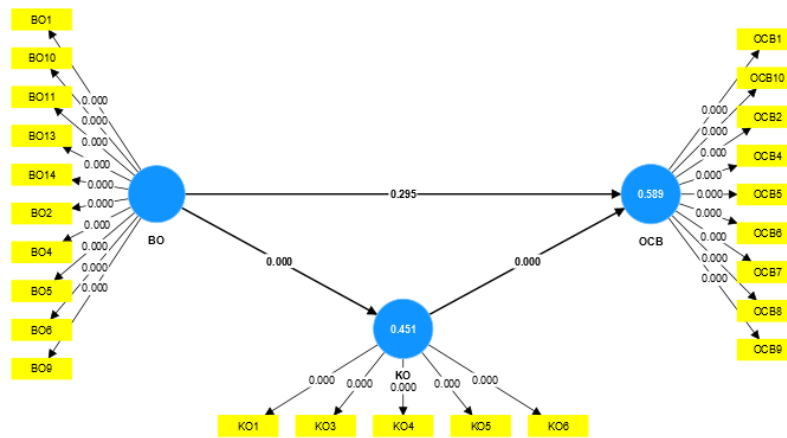
Variable	Cronbach's alpha	Composite Reliability	Reliable Standards	Information
Organizational culture	0.944	0.947	0.7	Reliable
Organizational Commitment	0.887	0.890	0.7	Reliable
<i>Organizational Citizenship Behavior</i>	0.927	0.935	0.7	Reliable

Source: SmartPLS 4.0 processed data

Table 3 shows that the independent variable, namely organizational culture, is declared reliable or has been fulfilled because it has a Cronbach's alpha value of 0.944 which is greater than 0.70 and composite reliability of 0.947 which is greater than 0.70. Organizational commitment as an intervening variable is declared reliable or has been fulfilled because it has a Cronbach's alpha value of 0.887 which is greater than 0.70 and a composite reliability of 0.890 which is greater than 0.70. The dependent variable, namely organizational citizenship behavior, is declared reliable or has been met because it has a Cronbach's alpha value of 0.927 which is greater than 0.70 and a composite reliability of 0.935 which is greater than 0.70.

Structural Model (Inner Model)

Figure 2 Inner Model



Source: SmartPLS 4.0 processed data

R-Square

Table 4 Inner Model - R-Square (R2)

	R-Square	R-Square adjusted
Organizational commitment	0.451	0.432
Organizational citizenship behavior	0.589	0.560

Source: SmartPLS 4.0 processed data

Based on table 4 above, the R-Square value for organizational commitment is 0.451, indicating that 45.1% of the organizational commitment variable is influenced by organizational culture, meaning that the remaining 54.9% is influenced by other variables which the researchers did not carefully examine.

Furthermore, the organizational citizenship behavior variable obtained an R-Square value of 0.589, indicating that 58.9% of the organizational citizenship behavior variable is influenced by organizational culture and organizational commitment. And the remaining 41.1% was influenced by other variables that the researchers did not carefully examine.

Fit Model

Table 5 Model Fit

	Saturated models	Estimated model
SRMR	0.118	0.118
d_ULS	4,182	4,182
d_G	n/a	n/a
Chi-square	∞	∞

	Saturated models	Estimated model
NFI	n/a	n/a

Source: SmartPLS 4.0 processed data

To determine the suitability of the model to the data, a goodness of fit or model fit test is carried out. The SRMR (Standardized Root Mean Square) value is more than or equal to 0.08, so the model is said to be ideal, so the model fit test can be seen from the SRMR value (Hu & Bentler, 1999). SRMR gives a value of 0.118 which is more than 0.08 and less than 0.15, meaning that the model used can be said to be fit and feasible.

Hypothesis testing

Table 6 Direct Effect Test Results (Mean, STDEV, T-Values)

Hypothesis	Structural Models	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Hypothesis 1	Organizational culture -> Organizational citizenship behavior	0.213	0.207	0.204	1,047	0.295	Hypothesis Rejected
Hypothesis 2	Organizational culture -> Organizational commitment	0.671	0.689	0.095	7,051	0,000	Hypothesis accepted
Hypothesis 3	Organizational commitment -> Organizational citizenship behavior	0.608	0.627	0.171	3,557	0,000	Hypothesis accepted

Source: SmartPLS 4.0 processed data

The following is a description of further hypothesis testing:

Hypothesis Test 1

H1: It was determined that Ho was accepted and the research hypothesis was rejected based on the results of the hypothesis test, which found that organisational culture (X) has a positive but not significant influence on organisational citizenship behaviour (Y). The T-Statistic value of 1.047 is smaller than 1.96 and the p-value of 0.295 is greater than 0.05. This indicates that organisational citizenship behaviour (Y) is not significantly impacted by the application of organisational culture (X).

Hypothesis Test 2

H2: The research hypothesis is accepted and Ho is rejected based on the results of the hypothesis test, which found that organisational culture (X) has a positive and significant influence on organisational commitment (Z). The T-Statistic value of 7.051 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. This indicates that organisational commitment (Z) is significantly impacted by the adoption of organisational culture (X).

Hypothesis Test 3

H3: The research hypothesis is accepted and Ho is rejected based on the results of the hypothesis test, which found that organisational commitment (Z) has a positive and significant influence on organisational citizenship behaviour (Y). The T-Statistic value of 3,557 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. This indicates that organisational citizenship behaviour (Y) is significantly impacted by the application of organisational commitment (Z).

Table 7 Indirect Effect Test Results (Mean, STDEV, T-Statistic)

Hypothesis	Structural Models	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Hypothesis 4	Organizational culture -> Organizational commitment -> Organizational citizenship behavior	0.408	0.436	0.153	2,663	0.008	Hypothesis accepted

Source: SmartPLS 4.0 processed data

Hypothesis Test 4

H4: The research hypothesis is accepted and Ho is rejected based on the results of the hypothesis test, which found that organisational culture (X) significantly and positively influences organisational citizenship behaviour (Y) through organisational commitment (Z). The T-Statistic value of 2.663 is greater than 1.96, and the p-value is 0.008 less than 0.05. This claims that via organisational commitment (Z), the application of organisational culture (X) significantly influences organisational citizenship behaviour (Y).

The Influence of Organizational Culture on Organizational Citizenship Behavior in Employees of the Mona Plaza Hotel Pekanbaru

The organisational citizenship behaviour variable's findings are not significant for the organisational culture variable, according to the Direct Effect test results, with a positive path coefficient value of 0.213 and a p-value of 0.295, both of which are larger than 0.05. Based on the findings of this study, it is established that organisational culture has no appreciable impact on organisational citizenship behaviour. According to study by Handayani et al. (2020), organisational culture has a small but favourable impact on OCB, which is consistent with the findings of Asrunputri et al. (2020) that found no relationship between organisational culture and OCB. However, this is in contrast to research by Wulandari & Utari (2023) which states that organizational culture has a significant influence on organizational citizenship behavior and research by Setyowati et al (2023) which also states that organizational culture has been proven to significantly influence the OCB variable in employees. Several reasons why there is no influence between these two variables are first, there is no dependence between one variable and another variable. Second, there are other factors that can explain the relationship between one variable and other variables.

The Influence of Organizational Culture on Organizational Commitment in Mona Plaza Hotel Pekanbaru Employees

The organisational culture variable on organisational commitment has significant outcomes, as indicated by the Direct Effect test findings. The path coefficient value of 0.671 indicates a positive direction, and the p-value of 0.000 is less than 0.05. This demonstrates the validity of the hypothesis, which holds that "among employees of the Mona Plaza Hotel Pekanbaru, organisational culture has a significant influence on organisational commitment." The results of this research are in line with previous research by Asih & Sugianingrat (2023) which said there was a positive and significant influence between organizational culture on organizational commitment, then Jazilah's research (2023) also said that organizational culture had a positive and significant influence on organizational commitment and Alpandi & Masrifah's research (2023). 2023) which states that organizational culture variables have a significant positive effect on organizational commitment.

The Influence of Organizational Commitment on Organizational Citizenship Behavior in Mona Plaza Hotel Pekanbaru Employees

The variable organisational commitment to organisational citizenship behaviour has significant outcomes, as indicated by the Direct Effect test findings. The path coefficient value of 0.608 indicates a positive direction, and the p-value of 0.000 is less than 0.05. This demonstrates the validity of the hypothesis, which holds that "organisational commitment has a significant influence on organisational citizenship behaviour in employees of the Mona Plaza Hotel Pekanbaru." The results of this research are in line with the research of Wulandari & Utari (2023) which states that organizational commitment has a significant

effect on employee organizational citizenship behavior, then the research of Subu & Rokhman (2022) also states that organizational commitment has a positive effect on employee organizational citizenship behavior and the research of Badaruddin et al (2023).) said that organizational commitment has a significant positive effect on organizational citizenship behavior.

The Influence of Organizational Culture on Organizational Citizenship Behavior through Organizational Commitment in Mona Plaza Hotel Employees

With a p-value of 0.008, less than 0.05, and a path coefficient value of 0.408, indicating a positive direction, the results of the Indirect Effect test show that the organisational culture variable has a significant impact on organisational citizenship behaviour through organisational commitment. Thus, it can be concluded that the hypothesis that "organisational culture has a significant effect on organisational citizenship behaviour through organisational commitment in employees of the Mona Plaza Hotel Pekanbaru" is supported. The findings of this study support the notion that organisational commitment, an indirect but important component of organisational culture, influences organisational citizenship behaviour in a positive and substantial way. It can be seen that in this study the direct influence of organizational culture on organizational citizenship behavior has a positive and insignificant influence, but when there is an intervening variable, namely organizational commitment, the influence of organizational culture on organizational citizenship behavior through organizational commitment becomes a positive and significant influence, meaning the role of the intervening variable namely organizational commitment is full mediation. Full mediation (full/perfect mediation) occurs if the influence of the independent variable on the dependent variable is not directly significant, but the influence becomes significant when the mediating variable is linked (Ibrahim, 2021).

CONCLUSION

Based on the results of research based on theoretical studies and the formulation of the problems discussed, the following conclusions can be drawn: First, the overall implementation of organizational culture is categorized as strong, but there are still several indicators that are relatively weak, including the value of encouragement to employees to innovate, the value of encouragement to employees. employees to dare to make decisions, the value of involving employees in making decisions, and the value of placing employees according to their abilities. Second, the implementation of organizational citizenship behavior as a whole is categorized as good, but there are still several indicators that are relatively weak, including the attitude of being willing to replace the duties of other employees who are absent, the attitude of asking about problems faced by colleagues, the attitude of taking the initiative to suggest ways to improve the internal organization. , and an attitude of understanding a friend's behavior even though it is unpleasant for him. Third, the implementation of an attitude of organizational commitment as a whole is categorized as good, but there are still several indicators that are relatively weak, including the attitude of being happy to spend the rest of your career at the company and the attitude

of wanting to continue working at the company. Fourth, based on the results of the Direct Effect test, the results were not significant on the organizational culture variable on organizational citizenship behavior at the Mona Plaza Hotel Pekanbaru, significant results on the organizational culture variable on organizational commitment at the Mona Plaza Hotel Pekanbaru, significant results on the organizational commitment variable on organizational citizenship behavior at the Mona Plaza Hotel, Pekanbaru, and based on the results of the Indirect Effect test, it shows significant results on the organizational culture variable on organizational citizenship behavior through organizational commitment at the Mona Plaza Hotel, Pekanbaru.

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