

Enhancing Employee OCB through Organizational Culture, Organizational Commitment and Work Discipline

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ABSTRACT

Human resources must be properly given attention to as they are highly valuable assets that continuously contribute to the organization positively. This study purpose to find out about how organizational culture, organizational commitment, and work discipline affect OCB. The method implemented was interview and questionnaire distribution to employees of PDAM Tirta Bhakti Raharja of Majalengka Regency, with 131 respondents in total. The implemented technique for sampling was census method because all populations are included as sample. This study results in the finding that organizational culture positively and significantly affects OCB, organizational commitment positively and significantly affects OCB, work discipline positively and significantly affects OCB, and simultaneously, organizational culture, organizational commitment, along with work discipline positively and significantly affect OCB.

INTRODUCTION

In this current era of globalization, economic conditions as well as technological advancements are becoming increasingly competitive. This has caused many organizations to undergo various changes. Changes typically begin by assessing human resource factors, which encourage organizational management to continuously optimize existing potential on a broader scale in pursuit of organizational goals (Suhherdi & Ahmad, 2023). Human resources (HR) are highly valuable assets for organizations, and need to be given proper attention so that they continue to make positive contributions for the organization (Siti Maryam et al., 2024). HR is the foundation and driving force for the wheels of an organization's operational activities, therefore, organizational activities require the support of skilled and high-quality human resources.

Organizational development is very dependent on its employees, the higher the employees' quality can help the organization in achieving its targets more easily. This is especially true when human resources within an organization help each other after completing their works without expecting any rewards, a behavior known as Organizational Citizenship Behaviour (OCB) (Ambarwati et al., 2024). Empathy towards fellow employees is an aspect that affects the sustainability of organizational activities. OCB can increase an organization's effectiveness and success in the long-term (Christy et al., 2018). The voluntary and conscious willingness to help with works without any instructions or coercion is a very beneficial thing for a company. OCB is closely related to the behavior that exists within an individual in the workplace that arises from personal initiative and voluntary.

Employees who have high level of OCB significantly contribute to company performance (Siswondo et al., 2022). OCB is needed by organizations to support the smooth running of organizational effectiveness. Furthermore, employees who exhibit OCB tend to work harder and work beyond their job obligations (Yustinus Budi Hermanto, Veronika Agustini Srimulyani, 2024). Therefore, OCB needs to be promoted in the workplace through a supportive organizational culture, strong organizational commitment, as well as high employee discipline.

OCB can be affected by organizational culture, which is commonly held beliefs and symbols by all organizations. Organizational culture is described as a distinct pattern that is shared among members and individuals working within the organization (Sunimah, Novi Novianti, 2024). Each organization has its own unique organizational culture, therefore, organizational culture varies across different organizations.

Apart from organizational culture, another aspect that affects OCB is organizational commitment, which is employees desire to remain involved with an organization (Mangindaan & Tewal, 2020). Employees attachment to the company develops as a result of organizational commitment. As a result, every employee in the company will become more dedicated, as dedication can strengthen the loyalty of an employee to the company.

Moreover, another factor that also affects OCB is work discipline, which

is respect, obedience, and compliance with organizational regulations (Wahyudin patiwael, 2021). Employees with a high level of discipline will certainly affect employee behavior. If employees are always on time for work, then there is a high probability of them completing their works that day.

PDAM Tirta Bhakti Raharja of Majalengka Regency is a clean water supply company for the community that is always supervised and monitored by both executive and legislative officials. The company has one Operational Head Office (KPO) and nine branches located throughout Majalengka Regency. The head office is located at Jalan Laswi No. 2 Tonjong Majalengka, with a total of 131 employees. The clean water industry faces a lot of competition, therefore, to gain a competitive advantage, PDAM Tirta Bhakti Raharja of Majalengka Regency needs to focus on service and management, as well as improving employee behavior at work.

Table 1. Data on Customer Complaints in 2024

Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Water Not Flowing	20	15	13	11	6	8	12	9	35	28	10	17
Pipe Leakage	58	80	74	81	73	82	91	90	73	79	76	56
Lost / Damaged Customer's Water Meter	2	0	5	1	2	8	2	5	12	0	2	0
Dirty and Unpleasant- Smelling Water	3	11	2	5	3	3	8	9	2	3	1	9
Broken Distribution Pipe	20	26	10	10	4	4	1	2	2	4	8	8
Unresponsive Payment Service	2	5	0	1	6	5	2	3	5	2	0	1
Total	105	137	104	109	94	110	116	118	129	116	97	91
Already Realized	105	135	98	102	90	104	110	112	114	95	82	44
Not Realized	0	2	6	7	4	6	6	6	15	21	15	47

Source : HR Department of PDAM Tirta Bhakti Raharja of Majalengka Regency

Based on Table 1, it is evident that some customer complaints are still unresolved. These complaints prove that there are certain tasks that have not been completed within the deadline. Apart from that, there is still a lack of initiative among employees to help in completing unfinished tasks. Therefore, OCB has not been effectively implemented, which results in unresolved customer complaints.

Furthermore, this phenomenon is backed by several earlier studies on organizational culture as well as organizational commitment. As concluded by (Arifin et al., 2024), organizational commitment and organizational culture affect OCB significantly and positively. A similar study by (Mangindaan & Tewal, 2020) also revealed that OCB is affected by organizational commitment and organizational culture significantly and positively. The study's findings by (Setyowati et al., 2023) also revealed a significant and positive influence of organizational culture, along with work discipline that shows an effect that is positive and significant. Aside from that, (Wahyudin patiwael, 2021) concluded that organizational commitment along with work discipline positively and significantly affect OCB.

Meanwhile, differing results were found in earlier studies, such as in the study by (Indrajaya & Pidie, 2021) which found that organizational culture does not affect OCB. This aligns with the study by (Hidayat et al., 2024) which revealed that organizational culture does not significantly affect OCB. Aside from that, (Priyandini et al., 2020) stated that organizational commitment does not affect OCB and (Sengkey et al., 2018) showed that organizational commitment does not significantly affect OCB. Previous study conducted by (Syamsu & Syam, 2021) also concluded that work discipline does not affect OCB, and study by (Tahier et al., 2022) also resulted in the conclusion that work discipline does not significantly affect OCB.

Based on the aforementioned phenomena and several previous studies, a research gap has been identified regarding the relationships between organizational culture, organizational commitment, as well as work discipline on OCB. Therefore, this study further discusses enhancing employee OCB through organizational culture, organizational commitment and work discipline among employees of PDAM Tirta Bhakti Raharja of Majalengka Regency.

LITERATURE REVIEW

Organizational Culture

Based on the opinion of (Edison et al., 2018), organizational culture is the result of a process in which each individual's cultural styles and behaviours are integrated into new philosophies and norms, which possess energy as well as group pride in facing challenges as well as specific goals. As stated by (Ibrahim & Eviyanti, 2020), organizational culture represents the way an organization operates, which was shaped by previous generations of employees. The culture referred to in this case includes who we are, what we believe in, and what we do.

As stated by (Naomi Octarida et al., 2024), organizational culture consists of behavioral values and norms that must be comprehended as well as complied with by the group of individuals who embrace them. Organizational culture is one of the intangible resources and assets associated with organizational effectiveness. In large organizations, there is generally more than one unique culture (Solahudin et al., 2024).

From several experts, a conclusion can be drawn that organizational culture is an activity of human resources within an organization or company that reflects the values, norms, beliefs, as well as human characteristics that distinguish one organization from another.

Organizational Commitment

Organizational commitment, from the opinion of (Meyer et al., 1991), is a manifestation of an individual's willingness, awareness, as well as sincerity to remain bound to and consistently become a part of an organization, which is reflected in the extent of one's effort, determination, as well as belief in accomplishing a shared vision, mission, along with goals. Meanwhile, (Edison et al., 2018) defined organizational commitment as the extent of employees' involvement, acceptance to existing environmental conditions, and endeavor to achieve and serve.

Moreover, organizational commitment is a work attitude characterized by desire, willingness, dedication, loyalty, as well as strong belief in remaining within the organization by being willing to accept the organization's values and goals, while working for the organization's interests (Siswondo et al., 2022). Organizational commitment is an important component in any business, as strong commitment will benefit the organization or business itself. When an organization or business has a strong commitment, its members are more likely to comply with the established rules within the business.

Work Discipline

Work Discipline, from the opinion of (Rivai, 2018), is a tool that managers utilize to communicate with the attempt to make employees have the will to change their behaviour, while also functioning as an effort to enhance employees' awareness of the company's regulations as well as the willingness to adhere to it. Work discipline refers to the attitude of upholding obedience, respect, as well as adherence to written and unwritten rules, without evading punishment if one violates the given responsibilities and authority (Bupu & Wardani, 2024).

From the definitions above, a conclusion can be made that work discipline is an important concept in human resource management, which includes an individual's acknowledgment and willingness to abide by the rules as well as the norms in the workplace.

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour is described by (Organ, 2006) as voluntary behaviour of an individual that is not explicitly or directly related to rewards, but makes contributions for the organization's efficient operation to improve. OCB is stated by (Na-Nan et al., 2020) as individuals' behavior that arises from personal consideration and independent decision-making. OCB is employee behavior that aims to improve organizational performance effectiveness without ignoring their individual productivity goals (Yustinus Budi Hermanto, Veronika Agustini Srimulyani, 2024). OCB refers to every positive action that employees perform, and any company can benefit from encouraging employees to participate in OCB to increase productivity (Subongkod et al., 2024).

From the perspectives of the experts mentioned above, a conclusion can be made that Organizational Citizenship Behavior (OCB) is a voluntary behavior that can contribute both indirectly or directly to increase the effectiveness of organizational functions, which includes helping colleagues within the organizational environment, where such behavior is based on volunteerism and individual willingness but not recognized explicitly by the formal reward system.

OCB is closely related to organizational culture, organizational commitment, along with work discipline. When organizational culture, organizational commitment, as well as work discipline are effectively implemented, they will affect OCB. On the other hand, if organizational culture, organizational commitment, as well as work discipline are not properly

questionnaires, which was conducted by compiling a list of questions before distributing them to respondents. Secondary data include literature sources that support the research and are obtained from relevant sources.

RESEARCH RESULT

Respondent Characteristics

A total of 131 employees participated as respondents in this study, with the research object being employees of PDAM Tirta Bhakti Raharja of Majalengka Regency. The respondents are then divided into several categories, including gender, age, latest education, as well as length of employment. The classification is presented on the table below.

Table 2. Respondent Characteristics

Characteristics	Description	Total	Percentage
Gender	Male	95	73%
	Female	36	27%
Age	<20 Years Old	2	1%
	20-30 Years Old	26	20%
	31-40 Years Old	58	45%
	41-50 Years Old	33	25%
	>50 Years Old	12	9%
Latest Education	High School Degree	69	53%
	Associate Degree	12	9%
	Bachelor's Degree	48	37%
	Master's Degree	2	1%
	>50 Years Old	12	9%
Length of Employment	1-5 Years	12	9%
	6-10 Years	63	48%
	11-15 Years	32	25%
	>15 Years	24	18%

Source: Data Processed 2025

A conclusion can be drawn based on the respondent characteristics table that most of this study's respondents are male (73%), aged between 31-40 (45%). In terms of educational background, most have completed high school (53%), and the majority have a length of employment between 6-10 years (48%).

Validity Test

The conduct of the convergent validity test is as a determinant of each indicator's validity on its latent variable. In SEM-PLS software, validity results can be observed through the outer loading table. As stated by (Hair et al., 2014),

an indicator can be declared valid if it explains its construct variable with a value of > 0.7 . Below is presented the results of the outer loading value data.

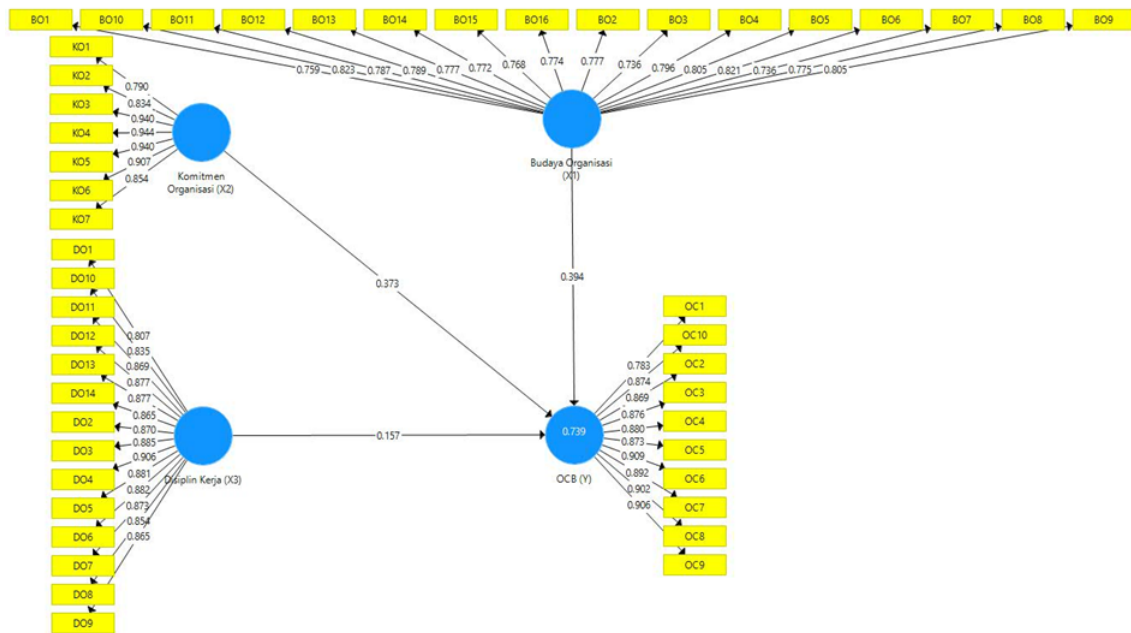


Figure 2. Outer Loading

As indicated by the data processing results in Figure 2, the convergent validity values (outer loading) have all met the criteria. The outer loading values of the indicators for each variable of OCB, work discipline, organizational culture, along with organizational commitment exceed 0.7. Thus, all indicators are considered valid.

Next is the discriminant validity test, which shows that each construct has its own identity and does not have a high correlation with other constructs in the study. As (Hair et al., 2014) explained, the assessment of discriminant validity criteria is by ensuring that the construct values for each variable exceed those of other variables. Aside from that, it can also be determined through the Average Variant Extracted (AVE) value. The validity of the data can be confirmed by the value of > 0.5 in AVE.

Table 3. Discriminant Validity

	X1	X2	X3	Y	AVE
X1	0,782				0,611
X2	0,829	0,678	0,889		0,753
X3	0,781	0,868			0,790
Y	0,826	0,718	0,806	0,877	0,769

Source: SEM-PLS Output

As shown on Table 3 above, the discriminant validity test outcomes are observed from every variable's AVE values. The value of AVE for organizational culture (X1) is 0.611, the AVE value for organizational commitment (X2) is 0.753. Then, for work discipline (X3) is 0.790, with OCB (Y) having an AVE value of

0.769. Therefore, since the AVE values of each variable exceed 0.5, the data can be declared valid.

Reliability Test

In the SEM-PLS model, the conduct of reliability test is as an evaluation for the measurement model or the outer model, with the aim of assessing the consistency of the research instrument in producing stable data. For this study, Cronbach’s Alpha along with Composite Reliability are the reliability tests. As explained by (Sarwono, 2024), the data is declared reliable if it exceeds 0.7. The reliability test results are presented as below:

Table 4. Cronbach’s Alpha and Composite Reliability

	Cronbach’s Alpha	Composite Reliability
X1	0,957	0,962
X2	0,955	0,963
X3	0,975	0,963
Y	0,966	0,971

Source : SEM-PLS Output

The data processing results shown in Table 4, indicate that each variable has passed the criteria, which exceeds 0.7. The Cronbach’s Alpha for Organizational Culture (X1) is at 0.957 while its composite reliability is at 0.962, the Cronbach’s Alpha for Organizational Commitment (X2) is at 0.955 while its composite reliability is at 0.963. Additionally, the Cronbach’s Alpha for Work Discipline (X3) is at 0.975 while its composite reliability is at 0.963, and the Cronbach’s Alpha for OCB (Y) is at 0.966 while its composite reliability is at 0.971. A conclusion can be made from the data results above that each variable is reliable.

R-Square Test

A test for measuring the Goodness of Fit level of a structural model is called the R-squared (R²) test. Through the R-squared (R²) value, the impact of certain independent latent variables on the dependent latent variable can be determined.

Table 5. R-Square and R-Square Adjusted

	R-Square	R-Square Adjusted
OCB	0,739	0,733

Source: SEM-PLS Output

With the OCB (Y) variable showing an Adjusted R-Square value of 0.733, this is an indication that the Organizational Culture (X1) , Organizational Commitment (X2) , as well as Work Discipline (X3) variables are capable to explain approximately 73.3% of the variance in the OCB (Y) variable. A conclusion can be made that the model is moderate.

Hypothesis Test

Hypothesis test aims to determine whether the existing data supports or does not support each hypothesis tested. This test's results help in determining the validity of the relationships between the variables tested. Hypothesis test results are assessed with the values of the Path Coefficient, T Statistics, as well as P-Value. Below is the results obtained:

Table 6. Results of Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Organizational Culture (X1) -> OCB (Y)	0,394	0,394	0,112	3,526	0,000	Significant
Organizational Commitment (X2) -> OCB (Y)	0,373	0,375	0,086	4,327	0,000	Significant
Work Discipline (X3) -> OCB (Y)	0,157	0,155	0,074	2,133	0,033	Significant

Source: SEM-PLS Output

This study's hypothesis test was conducted through the use of a significance level of 5% (0.05). A dependent variable is considered to be significantly impacted by an independent variable if the significance value falls below 0.05 with the t-count value exceeding 1.97 from the t-table, which leads to the acceptance of the hypothesis. On the other hand, if the significance value exceeds 0.05, with the t-count value falling below 1.97 from the t-table, then the dependent variable is not significantly impacted by the independent variable. Thus, leading to the rejection of the hypothesis.

Organizational Culture (X1) has been confirmed to have an effect that is significant and positive on OCB, as reflected in a P-Value at 0.000 with a T-Statistic at 3.526. In addition, Organizational Commitment (X2) is also proven to have an effect on OCB in a positive and significant manner, as reflected in a P-Value at 0.000 with a T-Statistic at 4,327. Work Discipline (X3) also positively and significantly influences OCB, as reflected in a P-Value at 0.033 with a T-Statistic at 2.133. Thus, the statistical significance criteria have been met, which means the acceptance of all hypotheses proposed in this study.

F-Square Test (Effect Size)

To find out about the magnitude of variable X's effect on Y, the F-Square test is conducted. The excluded constructs' effect size on a specific endogenous construct can be measured, with 0.02, 0.15, along with 0.35 respectively representing small, medium, as well as large effects (Hair et al., 2014). Below is the table of F-Square Test results:

Table 7. F-Square Values

	X1	X2	X3	Y
X1				0,134
X2				0,037
X3				0,166
Y				

Source: SEM-PLS Output

As can be concluded from Table 4.5 above, Organizational Culture's (X1) effect value on OCB is 0.134 and is considered small. Organizational Commitment's (X2) effect value on OCB is 0.037, meaning that the model is considered small, while Work Discipline's (X3) effect value on OCB is 0.166, which is considered moderate.

DISCUSSION

The Effect of Organizational Culture on Organizational Citizenship Behaviour

As shown by the hypothesis results, organizational culture impacts OCB in a positive and significant manner, as evidenced by a T-Statistic at 3.526 with a P-Value at 0.000. This suggests that employees always help their colleagues, meaning that when difficulties are faced at work, other coworkers are always ready to help. Furthermore, employees are full of initiative and do not rely on the instructions of their superiors.

However, organizations also need to pay attention to respect, as there are still employees who show a lack of respect and do not greet their colleagues during encounters. This issue requires attention because it greatly affects employee behavior. Thus, when the organizational culture is more ingrained, it will positively affect OCB and shape employees better in the future. This supports the research results found by (Sundari & Achmad, 2024), which revealed that organizational culture affects OCB in a positive and significant manner. Other than that, research by (Lestari & Kurniawan Sujono, 2022) also revealed that organizational culture impacts OCB in a significant and positive manner. The results by (Palupi et al., 2021) also resulted in the conclusion that OCB is impacted by organizational culture positively and significantly.

The Effect of Organizational Commitment on Organizational Citizenship Behaviour

These hypothesis results also prove that organizational commitment impacts OCB positively and significantly, as evidenced by a T-Statistic at 4.327 with a P-Value at 0.000. Employees with high commitment to the organization are able to positively influence employee behavior. This is manifested through the attitude of employees who feel they will benefit if they remain within the organization, meaning that employees choose to stay because they see advantages or benefits, such as a stable salary, a healthy work environment, as well as good career opportunities.

Furthermore, there are still employees who exhibit a lack of loyalty toward the organization, such as being absent from the works assigned to them. This

issue requires the organization's attention because when employees have high commitment, it will influence OCB. Study conducted by (Yustinus Budi Hermanto, Veronika Agustini Srimulyani, 2024) revealed that organizational commitment impacts OCB in a positive and significant manner. Moreover, (Siswondo et al., 2022) also explained that OCB is positively and significantly impacted by organizational commitment.

The Effect of Work Discipline on Organizational Citizenship Behaviour

Furthermore, the hypothesis findings also prove that work discipline affects OCB positively and significantly, as evidenced by a T-Statistic at 2.133 with a P-Value at 0.033. Employees who exhibit high level of discipline can impact the improvement of employee behavior. A disciplined attitude is reflected in employees' consistent obedience with the organizational work regulations.

However, organizations also need to pay attention to punctuality, because there are still employees who arrive late to the office. By applying this disciplined attitude, it will lead to increasingly developed employee behavior to achieve organizational goals. Study carried out by (Suseno et al., 2021) found that work discipline impacts OCB positively and significantly. Moreover, study by (Widarmanti & Amalia Cahyani, 2023) also resulted in the conclusion that work discipline influences OCB in a positive and significant manner.

The Effect of Organizational Culture, Organizational Commitment, and Work Discipline on Organizational Citizenship Behaviour

The results of the next hypothesis also show that organizational culture, organizational commitment, as well as work discipline simultaneously affect OCB in a positive and significant manner. This is evident from the F-Square test values, which show that the Organizational Culture's (X1) effect value on OCB is 0.134 and is considered small. Organizational Commitment's (X2) effect value on OCB is 0.037, meaning that the model is considered small, and Work Discipline's (X3) effect value on OCB shows a value of 0.166, which is considered moderate.

Furthermore, the extent of the simultaneous impact of organizational commitment, organizational culture, along with work discipline on OCB can be determined through the Adjusted R-Square value with a result of 73.3%, indicating a moderate effect. These three variables are able to impact the improvement of employee behavior. The OCB described can be demonstrated through behaviors such as assisting colleagues, participating in every organizational activity, avoiding conflicts, being adaptable, and completing tasks in a timely manner. This aligns with the research by (Siswondo et al., 2022) with the conclusion that organizational culture as well as organizational commitment significantly impact OCB.

CONCLUSIONS AND RECOMMENDATIONS

This study's findings revealed that organizational culture positively and significantly affects OCB, meaning that the stronger the culture of the organization is embedded in employees, the more their behaviour improves. This is reflected in the tendency of employees in assisting their colleagues when they encounter difficulties. Organizational commitment positively and significantly

affects OCB. The higher the commitment and loyalty of employees will lead to an increase in employees' OCB. This is reflected in employees' sense of gratitude for remaining within the organization because of the benefits that they receive. Work discipline positively and significantly affects OCB. This includes employees' consistency in reporting their absences from the office, meaning that when employees adhere to organizational rules, it can affect OCB positively. Furthermore, organizational culture, organizational commitment, as well as work discipline simultaneously show effects that are positive and significant on OCB, although the impact is relatively moderate, as determined by the F-Square value, meaning that the more inherent the organizational culture, organizational commitment, as well as work discipline among employees of PDAM Tirta Bhakti Raharja of Majalengka Regency, the greater the improvement of OCB will be.

ADVANCED RESEARCH

The Adjusted R-Square value of 73.3% in this study prompts the researchers to recommend further research. Future research may include additional independent or intervening variables that were not included in this analysis, as other factors may also affect employees' Organizational Citizenship Behaviour (OCB).

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