

Optimizing Organizational Commitment Through Organizational Culture

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Abstract

One of the companies that carries out human resource management is BPJS Ketenagakerjaan (Employment Social Security Administering Agency) which is a public program that provides protection for workers to overcome certain socio-economic risks and its implementation uses social insurance mechanisms as a State institution that operates in the insurance sector. social BPJS Ketenagakerjaan, formerly known as PT Jamsostek (Persero), is the implementer of the labor social security law. The results of this research are as follows: Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.431 and a sig of 0.000. Teamwork has a positive and significant effect on Organizational Culture with a value of 0.347 and sig 0.001. Teamwork has a positive and significant effect on Organizational Commitment with a value of 0.380 and sig 0.001. Organizational Citizenship Behavior has a positive and significant effect on Organizational Culture with a value of 0.573 and a sig of 0.000. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment with a value of 0.113 and a sig of 0.204. Teamwork has a positive and significant indirect effect on Organizational Commitment through Organizational Culture with a value of 0.150 and a sig of 0.007. Organizational Citizenship Behavior has a positive and significant indirect effect on Organizational Commitment through Organizational Culture with a value of 0.247 and a sig of 0.000.

Keywords: Organizational Citizenship Behavior, Teamwork, Organizational Culture, Organizational Commitment

INTRODUCTION

Human Resources are the abilities and skills possessed by each individual. In a job, human resources are the main driver of success for oneself and the company or organization.

An organization is said to be effective if the individuals in it are able to support good cooperation in a team. In this case, all individuals must also include their performance which includes interaction and socialization among its members.

What must be done in effective and efficient HR management, which includes all company activities to influence the motivation, behavior, and competence of each individual working in a company, because with that the company can increase customer satisfaction, profitability, and important measurements for the good of the company (Prabowo, 2022). An organization is said to be effective if the individuals in it are able to support good cooperation in a team. In this case, all individuals must also include their performance which includes interaction and socialization among their members. Both individuals to individuals, and individuals with groups. This will make the individuals in it have low turnover, high organizational commitment, low absenteeism, job satisfaction to organizational citizenship behavior possessed by each individual.

There are many ways that employees should do to contribute to the organization or company where the member is. One of the positive roles carried out by members of the organization is one of them behaving in Organizational Citizenship Behavior (OCB)

According to Organ in Titisari (2019) OCB (Organizational Citizenship Behavior) is the behavior of company employees aimed at increasing the effectiveness of company performance without ignoring the individual productivity goals of employees. OCB behavior is a contribution outside of employee or employee duties but provides benefits to the company where the employee works.

According to (Letsoin & Ratnasari, 2020), teamwork is referred to as an activity carried out by a group of people or more consisting of more than two people in order to achieve the vision and mission of the organization and communicate systematically. Without teamwork by employees in the agency, the planning that has been made to achieve the company's goals will not be achieved optimally (Ibrahim et al., 2021).

Organizational Commitment has long been an important topic and is relatively often discussed in the world of work. This can be seen from the number of organizations that include the element of Commitment as one of the requirements for filling positions in the organization. According to Idrus (2022) Organizational commitment is the loyalty of members to the organization which is shown through the achievement of goals, values, and the desire to strive to be part of the organization. Organizational commitment is defined as the desire of employees to remain members of the organization (Jamil, 2019). Organizational commitment influences the attitude or behavior of employees to continue working in the organization or leave the organization.

The implementation of organizational culture can be done since employees start joining the organization, this is intended to make it easier for new employees to adapt and instill organizational culture into the employee's personality. Organizational culture must be able to support the goals of the company and must be managed properly as a guide for employee behavior and a driver of performance perception. This is in accordance with research by Mardiani and Sepdiana (2021) which states that organizational culture has a significant positive influence on employee performance, but is slightly different from research by Nugroho (2019), and Pawirosumarto et.al., (2017) which states that organizational culture partially has no influence on employee performance.

Formulation of the problem

1. Does Organizational Citizenship Behavior have a positive and significant effect on Organizational Commitment at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
2. Does Organizational Citizenship Behavior have a positive and significant effect on Organizational Culture at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
3. Does Teamwork Have a Positive and Significant Influence on Organizational Commitment at BPJS Ketenagakerjaan Branch Offices in Medan Raya?
4. Does Teamwork have a positive and significant effect on Organizational Culture through work quality at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
5. Does Organizational Culture Have a Positive and Significant Influence on Organizational Commitment at BPJS Ketenagakerjaan Branch Offices in Medan Raya?

6. Does Organizational Citizenship Behavior have a positive and significant effect on Organizational Commitment with Organizational Culture as an Intervening Variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
7. Does Teamwork Have a Positive and Significant Influence on Organizational Commitment with Organizational Culture as an Intervening Variable at BPJS Ketenagakerjaan Branch Offices in Medan Raya.

LITERATURE REVIEW

Organizational Commitment

According to Meyer and Allen in Yusuf and Syarif (2018), organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.

Organizational commitment indicators

According to Meyer and Allen in Yusuf and Syarif, (2018), these include:

- a. Effective commitment: Employees' emotional attachment to, and involvement in, the organization,
- b. Continuance commitment: Commitment based on the losses associated with leaving the organization. This may be due to loss of seniority, promotion or benefits.
- c. Normative commitment: A feeling of obligation to remain in an organization because one must; the action is the right thing to do.

Organizational Citizenship Behavior

According to Organ in Napitupulu (2018) Organizational Citizenship Behavior (OCB) is a free individual behavior that is not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization. According to Muhdar (2015), organizational citizenship behavior (OCB), organizational citizenship behavior (OCB) is a model of activities that make organizations intrinsically able to work together and relate in the context of an open system.

Organizational Citizenship Behavior Indicators

According to Organ in Napitupulu (2018), the indicators of Organizational Citizenship Behavior (OCB) are as follows:

1. Altruism

It is a behavior of taking the initiative to help or assist co-workers in an organization voluntarily. In more detail, the Altruism component has the following characteristics:

- a) Helping co-workers who are overloaded with work.
- b) Replacing the role or work of a colleague who is unable to attend.
- c) Willing to help coworkers who have problems with work.
- d) Helping other coworkers to be more productive.

e) Assist with the work environment orientation process or provide direction to new employees even if not asked.

2. *Courtesy*

It is the behavior of individuals who maintain good relationships with their co-workers to avoid disputes between members of the organization. Someone who has this dimension is someone who respects and cares for others.

3. *Sportsmanship*

It is the willingness of individuals to accept whatever is determined by the organization even in unreasonable circumstances. In more detail, the components of Sportsmanship have the following characteristics:

- a) Don't waste time complaining about trivial matters.
- b) Do not magnify problems that occur in the organization.
- c) Accept all policies and procedures established by the organization.
- d) Tolerating discomfort that occurs in the workplace.

4. *Conscientiousness*

It is a high level of devotion or dedication to work and a desire to exceed the standards of achievement in every aspect.

5. *Civic Virtue*

It is individual behavior that shows that the individual has a responsibility to be involved, participate, take part, and care in various activities organized by the organization.

Teamwork

According to (Hamiruddin et al., 2019) teamwork is a group of people who work together to achieve a common goal and the goal will be easier to achieve by working together than doing it alone. Working in a team makes it easier for members when they face problems so that the team is very useful in solving the problem.

Indicator Teamwork

According to (Hamiruddin et al., 2019) there are 4 indicators in team collaboration, namely:

- a. Focus on team goals: The team focuses on the goals set for organizational achievement;
- b. Motivate each other in completing tasks: Motivation is needed so that members are motivated in carrying out their work;
- c. Establishing cooperation with team members: Creating good collaboration between team members to achieve organizational goals;
- d. Coordination in the process of completing tasks: Coordination in each team will facilitate the completion of tasks.

Organizational culture

According to Hari (2015) organizational culture is a system adopted by all members of the organization that distinguishes one organization from another. Organizational culture is the basis of orientation for employees to pay attention to the interests of all employees.

Indicator Organizational culture

According to Hari (2015) the indicators of organizational culture are as follows:

1. Innovative in taking risks into account, such as:
 - a. Creating new ideas for the success of the company
 - b. Dare to take risks in developing new ideas
2. Results-oriented, such as:
 - a. Determine the targets to be achieved by the company
 - b. Evaluation of the results of the work that has been carried out
3. Oriented towards all employee interests, such as:
 - a. Fulfilling the need to carry out and do work
 - b. Support employee performance
4. Detail-oriented in tasks, such as:
 - a. Be careful in doing assignments
 - b. Accuracy of work results

Conceptual Framework

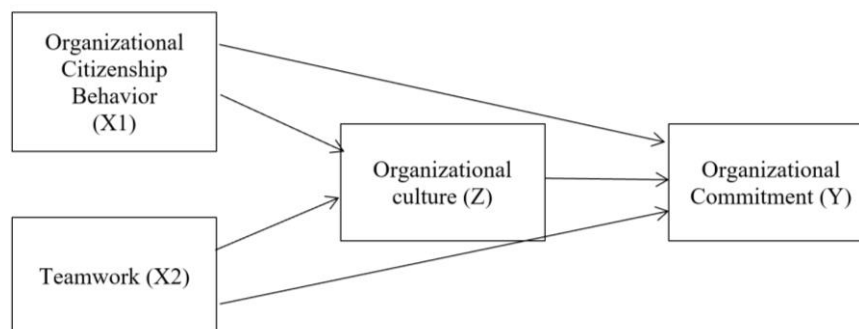


Figure 1. Conceptual Framework of Research

Research Hypothesis

Based on the formulation of the problem, literature review and conceptual framework that have been described and described previously, the hypothesis proposed in this study is as follows:

- H1: Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment at BPJS Employment Branch Offices throughout Medan Raya.
- H2: Organizational Citizenship Behavior has a positive and significant effect on Organizational Culture at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
- H3: Teamwork has a positive and significant effect on Organizational Commitment in BPJS Employment Branch Offices throughout Medan Raya.

H4: Teamwork has a positive and significant effect on Organizational Culture at BPJS Employment Branch Offices throughout Medan Raya.

H5: Organizational Culture has a positive and significant effect on Organizational Commitment at BPJS Employment Branch Offices throughout Medan Raya.

H6: Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Organizational Culture as an Intervening Variable in BPJS Employment Branch Offices throughout Medan Raya.

H7: Teamwork has a positive and significant effect on Organizational Commitment through Organizational Culture as an Intervening Variable in BPJS Employment Branch Offices throughout Medan Raya.

METHOD

Types of research

According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical in nature with the aim of testing the established hypothesis. This type of quantitative research is conducted to create a study that aims to adjust a study and for the Influence of Organizational Citizenship Behavior and Teamwork on Organizational Commitment with Organizational Culture as an Intervening Variable at BPJS Ketenagakerjaan Medan Raya Branch Office.

Research Location and Research Time

The research location was conducted at the BPJS Ketenagakerjaan Branch Offices in Medan Raya, which consists of 4 branch offices with a total correspondence of 132 people, with the following details:

- BPJS Employment Medan City Branch, located at Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra, with a total of 41 employees.
- BPJS Employment North Medan Branch, located at Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan City, North Sumatra, with a total of 27 employees.
- BPJS Employment Tanjung Morawa Branch is located on Jl. Raya Medan - Tanjung Morawa Km.14.5, Bangun Sari Baru Village, Tanjung Morawa District, Deli Serdang Regency, North Sumatra, with a total of 36 employees.
- BPJS Employment Binjai Branch located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, East Binjai District, Binjai City, North Sumatra. with a total of 28 employees The research period was 3 months.

Population and Sample

According to Sugiyono (2017), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all

permanent employees at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya, totaling 132 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to Ghozali (2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)
2. Predictive Relevance (Q²)
3. t-Statistic
4. Path Coefficient

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing, or external model testing, can be used to specifically determine the relationship between latent and manifest variables. This test has convergent, discriminant, and reliable properties.

Convergent Validity

The measurement model with convergent validity of reflective indicators is indicated by the relationship between item/indicator scores and construct scores. As long as the research is still in the development stage, it is permissible to use indicators whose individual correlation values are higher than 0.7. Indicator values of 0.5 and 0.6 are still considered appropriate. External loading data shows that the indication is not substantial with loadings below 0.60. The structural model of the study is shown in the following figure:

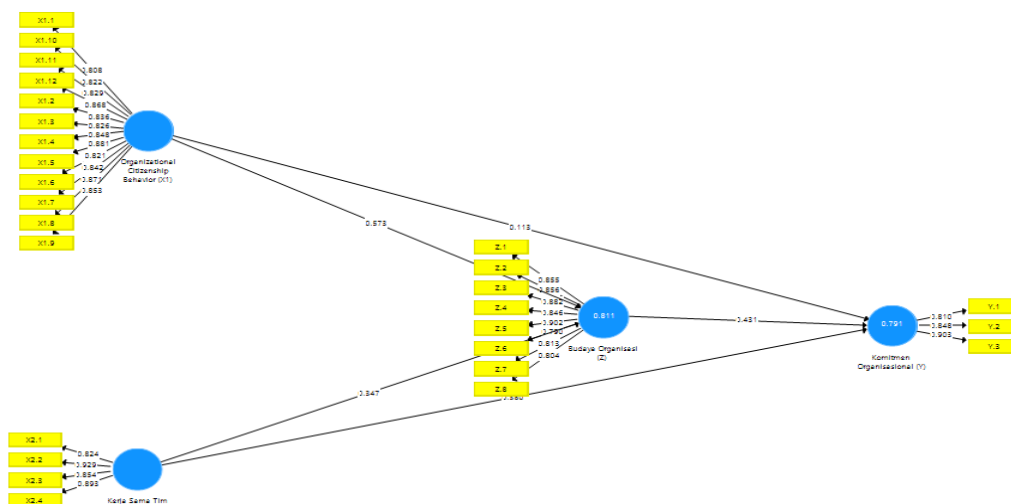


Figure 1. Outer Model
Source: Smart PLS 3.3.3

In the results of the outer model, there are equations in the research. These equations are divided into 2 substructures, including the following:

Substructure 1

$$Z = b1X1 + b2X2 + e$$

$$Z = 0.573X1 + 0.347 X2+ 0.811$$

Substructure 2

$$Y = b3X1 + b4X2 + b5Z + e$$

$$Y = 0.113X1 + 0.380 X2+ 0.431Z + 0.791$$

Table 1. Outer Loadings

	Organizational Culture (Z)	Teamwork (X2)	Organizational Commitment (Y)	Organizational Citizenship Behavior (X1)
X1.1				0.808
X1.10				0.822
X1.11				0.829

X1.12				0.868
X1.2				0.836
X1.3				0.826
X1.4				0.848
X1.5				0.881
X1.6				0.821
X1.7				0.842
X1.8				0.871
X1.9				0.853
X2.1		0.824		
X2.2		0.929		
X2.3		0.854		
X2.4		0.893		
Y.1			0.810	
Y.2			0.848	
Y.3			0.903	
Z.1	0.855			
Z.2	0.856			
Z.3	0.882			
Z.4	0.846			
Z.5	0.902			
Z.6	0.790			
Z.7	0.813			
Z.8	0.804			

Source: Smart PLS 3.3.3

Table 1 shows that factor loading is valid if the indicator value is greater than 0.7. With this explanation, it can be seen that all indicators are more than 0.7, indicating the reliability of each construct indicator and the potential for further study.

Discriminant Validity

Next, a discriminant validity test is conducted. The purpose of this test is to determine whether the reflection indicator is a good measurement for a particular construct based on the hypothesis that an indicator has a strong relationship with the construct. The results of the cross-loading discriminant validity test are presented in the following table.

Table 2. Discriminant Validity

	Organizational Culture (Z)	Teamwork (X2)	Organizational Commitment (Y)	Organizational Citizenship Behavior (X1)
X1.1	0.780	0.759	0.759	0.808
X1.10	0.696	0.772	0.670	0.822
X1.11	0.694	0.766	0.662	0.829
X1.12	0.744	0.742	0.637	0.868
X1.2	0.759	0.810	0.821	0.836
X1.3	0.784	0.769	0.750	0.826
X1.4	0.712	0.805	0.725	0.848
X1.5	0.823	0.802	0.807	0.881
X1.6	0.741	0.710	0.730	0.821
X1.7	0.721	0.702	0.609	0.842
X1.8	0.729	0.780	0.651	0.871
X1.9	0.776	0.769	0.636	0.853
X2.1	0.729	0.824	0.664	0.858
X2.2	0.867	0.929	0.882	0.880
X2.3	0.686	0.854	0.699	0.688
X2.4	0.745	0.893	0.734	0.753
Y.1	0.736	0.723	0.810	0.781
Y.2	0.664	0.720	0.848	0.660
Y.3	0.800	0.752	0.903	0.714
Z.1	0.855	0.789	0.802	0.738
Z.2	0.856	0.723	0.700	0.752
Z.3	0.882	0.767	0.770	0.843
Z.4	0.846	0.728	0.683	0.722
Z.5	0.902	0.800	0.895	0.821
Z.6	0.790	0.637	0.596	0.688
Z.7	0.813	0.713	0.669	0.763
Z.8	0.804	0.694	0.654	0.659

Source: Smart PLS 3.3.3

In table 2 above, there are each variable cross loading value to explain it can be understood as follows. For the Organizational Culture variable, there is a cross loading factor value in each indicator, the value is greater than the cross loading value on other latent variables. For the cross loading factor value of the Teamwork variable, there is a cross loading value that is greater than the other latent variables. For the Organizational Commitment variable, there is a cross loading value that is greater than the cross loading

value of other latent variables. The cross loading factor of the Organizational Citizenship Behavior variable has a cross loading factor value that is greater than the cross loading on other latent variables. In this study, there is a cross loading value on each variable that is higher than the cross loading on other latent variables.

Composite reliability

To determine the reliability value in subsequent testing, an indicator block is used that evaluates the dependency of the composite construct. The construct value is considered reliable if the composite reliability value is more than 0.60. The variable construct value from the indicator block that measures the construct can be used to calculate the reliability value using Cronbach's alpha in addition to testing the composite reliability value. An item is considered credible if its Cronbach's alpha value is greater than 0.7. The following table shows the loading values of the research variable constructs obtained through the use of the Smart PLS program:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (Z)	0.942	0.952	0.713
Teamwork (X2)	0.898	0.929	0.767
Organizational Commitment (Y)	0.814	0.890	0.730
Organizational Citizenship Behavior (X1)	0.963	0.967	0.710

Source: Smart PLS 3.3.3

The construct value of all variables in table 3 above is greater than 0.7, indicating the credibility of the Cronbach's alpha calculation. The build value in the calculation of composite dependence is greater than 0.6. This is also considered reliable, meaning that all variable constructs are considered reliable based on the reliability of the combined column. An additional method to evaluate discriminant validity is to look at the AVE value and the square root of AVE if one construct has a greater correlation than the other constructs. Before the correlation test is carried out, the AVE value is considered valid if it is more than 0.7.

Inner Model Analysis

The structural model, also known as the inner model, is assessed to ensure its accuracy and reliability. Several indicators such as the following can be used to visualize the stages of structural model evaluation analysis:

1. Coefficient of Determination (R²)

Based on data processing carried out using the SmartPLS 3.0 program, the R Square value was obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Culture (Z)	0.811	0.806
Organizational Commitment (Y)	0.791	0.783

Source: Smart PLS 3.3.3

In table 4 there is an R square value on two variables and the explanation for this study is as follows: for the R square value of the organizational culture variable there is a value of 0.811 and if changed to a percentage of 81.1%, it means that the influence of OCB and Teamwork on organizational culture is 81.1% and the rest is on other variables. For the R square value of the Organizational Commitment variable there is a value of 0.791 if changed to a percentage of 79.1%, it means that the influence of OCB, Teamwork and Organizational Culture on Organizational Commitment is 79.1% and the rest is on other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model can be seen from the NFI fit number ≥ 0.697 . Based on data cleaning completed using the SmartPLS 3 application, the Model Fit values were found as follows:

Table 5. Fit Model

	Saturated Model	Estimation Model
SRMR	0.071	0.071
d_ ULS	1,881	1,881
d_ G	2,262	2,262
Chi-Square	803,765	803,765
NFI	0.709	0.709

Source: Smart PLS 3.3.3

The results of the PLS goodness of fit model analysis in Table 5 show that the NFI value of 0.709 indicates FIT. Based on these results, it can be concluded that the model used in this study has a high goodness of fit and can be used effectively to test the research hypothesis.

3. Hypothesis Testing

After conducting an inner model assessment, the next stage is to examine the proposed relationship between latent constructs in this study. The hypothesis testing technique for this

study uses T-Statistics and P-Values. The hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Value is less than 0.05. The following are the results of the direct influence path coefficient:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture (Z) -> Organizational Commitment (Y)	0.431	4,573	0,000	Accepted
Teamwork (X2) -> Organizational Culture (Z)	0.347	3,062	0.001	Accepted
Teamwork (X2) -> Organizational Commitment (Y)	0.380	3,022	0.001	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Culture (Z)	0.573	5,491	0,000	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Commitment (Y)	0.113	0.827	0.204	Rejected

Source : Smart PLS 3.3.3

The hypothesis value in table 6 gets a direct influence value and the explanation is as follows:

1. Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.431 and sig 0.000. This means that if the organizational culture increases well, organizational commitment will also increase, if it decreases, organizational commitment will decrease.
2. Teamwork has a positive and significant effect on Organizational Culture with a value of 0.347 and sig 0.001. This means that if teamwork increases well, the organizational culture will increase, conversely, if good teamwork decreases, the organizational culture will decrease.
3. Teamwork has a positive and significant effect on Organizational Commitment with a value of 0.380 and sig 0.001. This means that if teamwork increases well, organizational commitment will increase, conversely if it decreases, organizational commitment will also decrease.
4. Organizational Citizenship Behavior has a positive and significant effect on Organizational Culture with a value of 0.573 and sig 0.000. This means that if OCB

increases, organizational culture will also increase and if OCB decreases, good organizational culture will also decrease.

- Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment with a value of 0.113 and sig 0.204. This means that if OCB increases, it does not necessarily mean that organizational commitment will increase, conversely, if it decreases, it does not necessarily mean that organizational commitment will decrease.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Teamwork (X2) -> Organizational Culture (Z) -> Organizational Commitment (Y)	0.150	2,482	0.007	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Culture (Z) -> Organizational Commitment (Y)	0.247	3,443	0,000	Accepted

Source : Smart PLS 3.3.3

In table 7 is a table of indirect influences for the indirect explanation of the hypothesis as follows:

- Teamwork has an indirect positive and significant effect on Organizational Commitment through Organizational Culture with a value of 0.150 and sig 0.007. This means that organizational culture is an intervening variable because it is able to influence teamwork on organizational commitment indirectly.
- Organizational Citizenship Behavior has an indirect positive and significant effect on Organizational Commitment through Organizational Culture with a value of 0.247 and sig 0.000. This means that organizational culture is an intervening variable because it is able to influence OCB on organizational commitment indirectly.

CLOSING

Conclusion

In this study, there are conclusions from the researcher, so the conclusions are as follows:

- Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.431 and sig 0.000.

2. Teamwork has a positive and significant effect on Organizational Culture with a value of 0.347 and sig 0.001.
3. Teamwork has a positive and significant effect on Organizational Commitment with a value of 0.380 and sig 0.001.
4. Organizational Citizenship Behavior has a positive and significant effect on Organizational Culture with a value of 0.573 and sig 0.000.
5. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment with a value of 0.113 and sig 0.204.
6. Teamwork has an indirect positive and significant effect on Organizational Commitment through Organizational Culture with a value of 0.150 and sig 0.007.
7. Organizational Citizenship Behavior has an indirect positive and significant effect on Organizational Commitment through Organizational Culture with a value of 0.247 and sig 0.000.

Suggestion

After the researcher draws a conclusion, the researcher provides suggestions for research and organizations as follows:

1. For organizations, they must maintain a good organizational culture to support performance and increase employee commitment, and cultivate a culture of helping each other in their work.
2. Improve teamwork for organizational progress and accelerate the work to be done.
3. Increase employee commitment by providing what employees need.
4. For other researchers, it is hoped that it will be used as reference material to conduct new research with almost the same title.
5. For researchers, it is hoped that it will be used as a learning experience to improve their performance and become even better.

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