

# Influence of Organizational Culture, Work Environment and Organizational Commitment as Mediation Variables on Organizational Citizenship Behavior (OCB)

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**Abstract:-** The behavior of a civics organization, also known as OCB, is a form of employee loyalty towards the company to contribute more and support the company's goals, by increasing the productivity of each individual. The purpose of the study wanted to know how the influence of organizational culture and work environment on OCB with the organization's commitment as an intervening variable in the credit card division of PT Bank Rakyat Indonesia (Persero) Tbk. Research method using quantitative method. The number of samples used for this study was 80 permanent employees of BRI's credit card division. Sampling techniques are performed with saturated samples, while analyzing data using path analysis techniques (Path Model) is supported by smartPLS software version 3.2.9. Based on research, obtained positive and significant influence between organizational culture to organizational commitment, obtained positive and significant influence between the work environment to the organization's commitment, obtained positive and significant influence between organizational culture to OCB, obtained positive and significant influence between the work environment to OCB, obtained positive and significant influence between the organization's commitment to OCB, obtained positive and significant influence between organizational culture to OCB through organizational commitment, furthermore, a positive and insignificant influence between the work environment and OCB through organizational commitments.

**Keywords:-** *Organizational Culture, Work Environment, Organizational Commitment, and OCB.*

## I. INTRODUCTION

In this time of globalization, the success of an organization lies in the quality of human resources in realizing the goals of the organization. To deal with the demands of the times, organizations need innovative human resources and high productivity. Human resources describe an important aspect in achieving organizational goals, therefore human resources have a position to win business competitions and be the determinant of the success of an organization, Bangun [1].

BRI credit card division employees in providing services to customers are required to have a very good personality and high organizational commitment in winning business competitions in the banking world and realizing the company's goals. But in reality there are still many employees who have not complied with the regulations set by the company and service to customers are still low, resulting in increased customer complaint data.

Based on the results of interviews with company leaders, researchers found suspected problems that led to increased data on customer complaints about organizational behavior, namely OCB behavior, which can be summarized as follows: (1) There are still many employee behaviors that do not help each other co-workers; (2) The behavior of employees who arrive is not on time, comes home early, and does not use work time effectively; (3) Lack of cooperation between colleagues in one team and more concerned with individual work; (4) The behavior of employees in cooperating with colleagues does not reflect manners that will lead to an uncomfortable work environment.

The study found a Research Gap in a previous study, namely in Nurjanah et al. [2] research suggesting that there was a positive and significant influence between the organization's commitment to OCB. Sengkey et al. [3] research concluded that there was a negative and insignificant influence between the organization's commitment to OCB. The purpose of the research wants to know how the influence of organizational culture and work environment on OCB with the commitment of the organization as an intervening variable in the BRI credit card division.

## II. LITERATURE REVIEW

### A. Organizational Citizenship Behavior (OCB)

According to Muhdar internal Organs [4] employee behavior is not directly recognized by the official recognition system, but can encourage organizational functions more effectively to realize the company's goals. The desire to contribute more to the company is a form of OCB that arises from within the employee, therefore the company is responsible for the involvement of employees in the company's processes.

**B. Organizational Commitment**

Robbins and Judge [5] expressed their commitment to the organization by identifying, aiming and hoping to continue contributing within the organization. Kaswan [6] argues that the willingness of employees to remain in the company in the future is an organizational commitment. The commitment of the organization is considered as the orientation of value to the company, shown by always putting the work first and trying to help realize the achievement of the company's goals.

**C. Organizational Culture**

According to Robbins and Judge [7] suggests that a system set by the company to be embraced together, thus distinguishing the company from each other, is an organizational culture. According to Schein in Muchlas [8] defining organizational culture is a basic assumption developed by certain organizations in addressing problems that occur, to always adapt externally and internally. Organizational culture functions to the maximum, if maintained and introduced to all members of the company through the process of discussion or socialization.

**D. Work Environment**

According to Sedarmayanti [9] suggests that all work equipment, working methods and work arrangements, which affect an employee in completing their tasks, are work environments. According to Suwondo and Sutanto [10] all facilities and infrastructures that support employees to complete their work so that it is on time. The creation of a calming atmosphere there must be a comfortable work environment.

**E. Hypothesis Development**

**1) Organizational Culture and Organizational Commitment**

Based on the results found by Suradi [11] concluded that there is a positive and significant influence between the organizational culture and the organization's commitment, which means that when the organizational culture increases, the organization's commitment will increase, and vice versa (Hypothesis 1).

**2) Work Environment and Organizational Commitment**

Based on Hanaysha research [12] there was a positive and significant influence between the work environment and the organization's commitment. This means that the work environment is very important that can affect the commitment of employees to a particular organization, when the work environment feels comfortable then the commitment of the organization will function to the maximum, and vice versa (Hypothesis 2).

**3) Organizational Culture and OCB**

The results of Puspita and Dewi research [13] obtained a positive and significant influence between organizational culture to OCB, which means that when the organizational culture develops well then OCB will follow the development, and vice versa (Hypothesis 3).

**4) Work Environment and OCB**

Based on Zufriah research [14] obtained a positive and significant influence between the work environment to OCB,

where a company has a work environment that supports employee activities in completing work will create employee behavior reflected in OCB (Hypothesis 4).

**5) Organizational Commitment and OCB**

Nurjanah et al. [2] research results obtained a positive and significant influence between the organization's commitment to OCB, which means that if the organization's commitment increases it will affect OCB behavior. The organization's commitment is increasing, so is its OCB behavior, and vice versa (Hypothesis 5).

**6) Organizational Culture, OCB, and Organizational Commitment**

Based on the results found Wijaya and Yuniawan [15] obtained a positive and significant influence between the organizational culture to OCB through organizational commitment, which means that when the organizational culture increases then OCB and organizational commitment increases as well, and vice versa (Hypothesis 6).

**7) Work Environment, OCB, and Organizational Commitment**

The results of Wulandari and Prayitno research [16] concluded that the positive and significant effect between the work environment on OCB through organizational commitment, which means that when the work environment improves, OCB and organizational commitments increase, and vice versa (Hypothesis 7).

**F. Conceptual Framework**

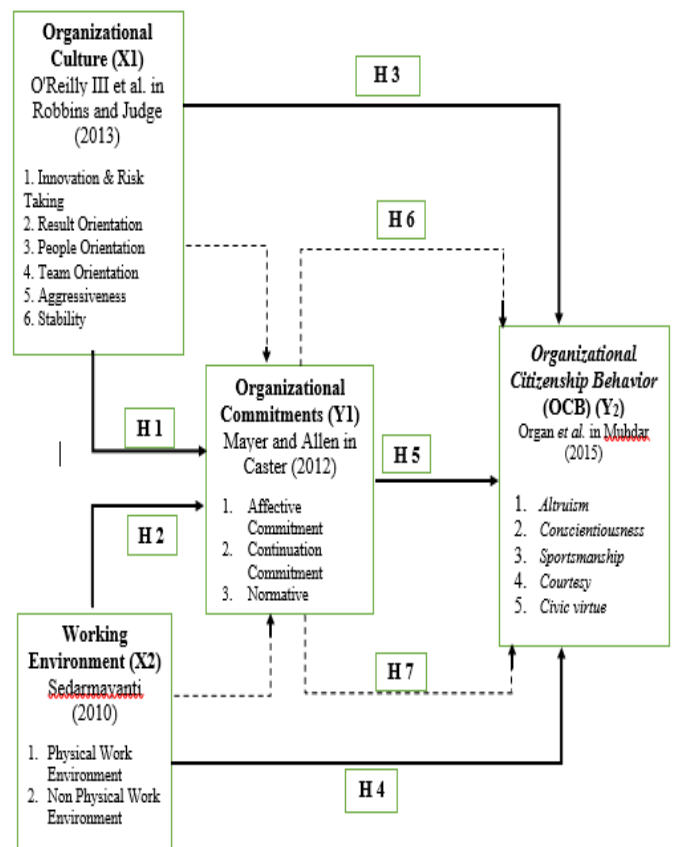


FIGURE 1. CONCEPTUAL FRAMEWORK

### III. RESEARCH METHODS

#### A. Research Design

Based on the background of the problems, objectives, and hypotheses proposed, the method used is quantitative method. According to Sugiyono [17] quantitative methods are used by researchers to analyze populations and samples, by combining existing data. In analyzing statistical data used for hypothesis testing proposed.

#### B. Variable Measurement

There are three variables studied, namely:

- 1) A bound or dependent variable is a variable that can be affected by other variables, as a bound variable i.e. an OCB (Y2) variable.
- 2) A free or independent variable is a variable that can affect other variables, as a free variable i.e. organizational culture (X1) and work environment (X2).
- 3) Mediation variables are variables that affect dependent or bound variables and independent or free variables, which cannot be observed or measured, as mediation variables are organizational commitments (Y1).

#### C. Population And Samples

For this study, all permanent employees of BRI credit card division of 80 people were made into population and techniques for sampling using saturated samples, so that all employees of BRI credit card division remained used as samples.

#### D. Data Collection

Here are the data sources for research:

##### 1) Primary Data

According to Sugiyono [17] obtained from the data source at the research site, by giving questions using the interval scale to respondents through filling out questionnaires directly asked to employees of BRI credit card division.

##### 2) Secondary Data

According to Sugiyono [17] obtained from files owned by the company in accordance with the problems studied, literature and journal literature.

#### E. Data Analysis Methods

According to Sugiyono [17] suggests that to analyze the data of variables and types of respondents, by providing data for each variable studied, and calculating to test the hypotheses that have been submitted. Researchers use path analysis method (Path Model) with the help of smartPLS 3.2.9 software.

##### 1) Descriptive Analysis

According to Sugiyono [17] explaining the available data without making conclusions, so that the data is easy to understand.

#### 2) Structural Equation Model (SEM) – Partial Least Square (PLS)

According to Ghazali and Latan [18] the purpose of SEM-PLS was to develop the theory and explain the influence relationship between latent variables. As follows for PLS analysis:

##### a) Measurement Model Test (Outer Model)

The measurement used is a reflective model measurement by looking at each indicator value that has a relationship with a latent variable. The measurement model has three tests, as follows:

##### ▪ Convergent Validity

Test to observe the value of loading factors between indicators and their constructs. A construct is declared convergent validity if the loading value of the > factor is 0.70 Ghazali and Latan [18]

##### ▪ Discriminant Validity

Test to observe the cross loading value on the indicator against the construct. A construct is declared discriminant validity if the number of cross loading indicators on the intended construct is greater than the number of cross loading other construct indicators and the number of cross loading of the intended construct > 0.70 Ghazali and Latan [18].

##### ▪ Reliability

This is done by observing the cronbach alpha value and the composite reliability value. Expressed reliability when the calculation of composite reliability and cronbach alpha > 0.70 Ghazali and Latan [18].

##### b) Structural Model Test ( Inner Model )

Test to observe the influence and relationship between latent variables. Structural models there are three tests, are as follows:

##### ▪ R-Square

It is done by observing the R-square value to find out the strength of the model. The model is expressed strongly when the R-Square value > 0.75, expressed moderately when the R-square value is > 0.50 and the > 0.25 is stated to be a weak model, Ghazali and Latan [18].

##### ▪ F-Square

Done to know the goodness of the model. Where the model is expressed large when the value of f-square > 0.35 is expressed medium when the value of f-square > 0.15 and > 0.2 is expressed small, Ghazali and Latan [18].

##### ▪ Estimate For Path Coefficients

The significance of influence between variables can be observed through the calculation of statistical T and P values using bootstrapping method, with provisions (T statistics >1.96) and (P values < 0.05).

*c) Indirect Influence Test*

Observe the mediation influence of organizational commitment variables, where mediation variables affect free or independent variables and bound or dependent variables. Indirect influence testing using bootstrapping methods, with provisions (T statistics >1.96) and (P values <0.05).

**IV. RESULTS AND DISCUSSION**

*A. Descriptive Statistics*

Provide an overview of the respondent's identity, namely age, gender, education, and working period. Respondents to this study were all permanent employees of BRI's credit card division. The participation rate of respondents in this study is full, which means that the questionnaires distributed have been filled out and returned all according to the amount distributed. Here is a description of BRI credit card division employees listed in table 1.

TABLE 1. DESCRIPTION OF BRI CREDIT CARD DIVISION EMPLOYEES

No	Characteristics	Amount	Percentage (%)
1.	Age		
	▪ 21 – 30 Years	50	63%
	▪ 31 – 40 Years	25	31%
	▪ > 41 Years	5	6%
2.	Gender		
	▪ Men	45	56%
	▪ Women	35	44%
3.	Education		
	▪ D3	22	28%
	▪ S1	58	73%
	▪ S2	-	-
	▪ S3	-	-
4.	Working Period		
	▪ 1 – 10 Years	70	88%
	▪ 11 – 20 Years	9	11%
	▪ > 21 Years	1	1%

The results of the characteristic description of 80 respondents based on the age of BRI credit card division employees are shown in table 1. shows that, at the age of 21 - 30 years is the most dominant, where the number of employees is 50 people with a percentage of 63%. Of the characteristics of the male gender is more dominant than the female gender that is as much as 45 people with a percentage of 56%. Furthermore, based on education shows that, the majority of BRI credit card division employees are undergraduate graduates who numbered 58 people with a percentage of 73%. And the last based on the working period shows that, BRI credit card division employees in the dominant working period of 1 - 10 years is the majority, which is as many as 70 people with a percentage of 88%.

*B. Measurement Model Test Results ( Outer Model )*

*1) Convergent Validity*

- *Organizational Citizenship Behavior Variables*

TABLE 2. OUTER LOADINGS VALUE RESULT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) VARIABLE AFTER ELIMINATION OF SECOND STAGE

Indicator	Outer Loadings Value
OCB_1.1	0,747
OCB_1.2	0,748
OCB_2.1	0,869
OCB_2.3	0,851
OCB_3.2	0,778
OCB_3.3	0,824
OCB_4.1	0,819
OCB_4.2	0,846
OCB_4.3	0,788
OCB_5.2	0,886
OCB_5.3	0,919

Based on table 2. the result of outer loadings value after the elimination of the second stage, indicating that all indicators have an outer loadings value ( > 0.70 ), therefore it is concluded that all OCB variable indicators are declared valid.

- *Organizational Commitment Variables*

TABLE 3. RESULTS OUTER LOADINGS VALUE OF ORGANIZATION COMMITMENT VARIABLE

Indicator	Outer Loadings Value
OCO_1.1	0,744
OCO_1.2	0,801
OCO_1.3	0,799
OCO_2.1	0,730
OCO_2.2	0,777
OCO_2.3	0,823
OCO_3.1	0,866
OCO_3.2	0,803
OCO_3.3	0,835

Based on table 3. indicates that all indicators have an outer loadings value ( > 0.70 ), therefore it is concluded that all indicators of organizational commitment variables are declared valid.

Organizational Culture Variables

TABLE 4. OUTER LOADINGS VALUE RESULTS IN ORGANIZATIONAL CULTURE VARIABLES AFTER ELIMINATION

Indicator	Outer Loadings Value
OCU_1.1	0,751
OCU_1.3	0,701
OCU_2.2	0,876
OCU_2.3	0,791
OCU_3.1	0,772
OCU_4.1	0,763
OCU_4.2	0,753
OCU_4.3	0,705
OCU_5.1	0,721
OCU_5.2	0,859
OCU_5.3	0,799
OCU_6.1	0,805
OCU_6.2	0,790
OCU_6.3	0,730

Based on table 4. the result of outer loadings value after elimination, indicating that all indicators have outer loadings value ( $> 0.70$ ), therefore it is concluded that all indicators of organizational culture variables are declared valid.

Working Environment Variables

TABLE 5. RESULTS IN OUTER LOADINGS VALUE OF WORKING ENVIRONMENT VARIABLE AFTER ELIMINATION OF SECOND STAGE

Indicator	Outer Loadings Value
WE_1.1	0,833
WE_2.1	0,922
WE_2.2	0,932
WE_2.3	0,941

Based on table 5. the result of outer loadings value after the elimination of the second stage, indicating that all indicators have an outer loadings value ( $> 0.70$ ), therefore it is concluded that all indicators of working environment variables are declared valid.

2) Discriminan Validity

TABLE 6. RESULT OF CROSS LOADING VALUE AFTER THIRD STAGE ELIMINATION

	Organizational Culture	Organizational Commitment	Work Environment	OCB
OCU_2.2	0,879	0,749	0,743	0,729
OCU_2.3	0,820	0,694	0,719	0,734
OCU_3.1	0,758	0,695	0,595	0,651
OCU_4.1	0,748	0,637	0,636	0,581
OCU_4.2	0,774	0,630	0,589	0,615
OCU_5.1	0,743	0,542	0,612	0,574
OCU_5.2	0,879	0,798	0,798	0,839
OCU_5.3	0,808	0,682	0,716	0,761
OCU_6.1	0,798	0,656	0,655	0,615
OCU_6.2	0,786	0,681	0,682	0,667
OCU_6.3	0,745	0,622	0,556	0,556
OCO_1.1	0,742	0,823	0,690	0,802
OCO_1.2	0,835	0,869	0,809	0,863
OCO_1.3	0,700	0,826	0,624	0,666
OCO_2.3	0,552	0,721	0,460	0,443
OCO_3.1	0,683	0,853	0,681	0,595
OCO_3.2	0,683	0,837	0,680	0,709
OCO_3.3	0,631	0,824	0,617	0,575
WE_1.1	0,661	0,617	0,818	0,698
WE_2.1	0,773	0,762	0,927	0,751
WE_2.2	0,817	0,777	0,937	0,774
WE_2.3	0,789	0,758	0,945	0,814
OCB_1.1	0,554	0,567	0,585	0,740
OCB_1.2	0,570	0,636	0,545	0,741
OCB_2.1	0,737	0,729	0,748	0,868
OCB_2.3	0,703	0,665	0,683	0,849
OCB_3.2	0,608	0,617	0,580	0,775
OCB_3.3	0,674	0,777	0,676	0,824
OCB_4.1	0,780	0,697	0,709	0,823
OCB_4.2	0,750	0,718	0,764	0,851
OCB_4.3	0,687	0,608	0,657	0,792
OCB_5.2	0,752	0,727	0,770	0,888
OCB_5.3	0,809	0,765	0,830	0,921



Based on table 6. the result of the cross loading value after the elimination of the third stage, indicates that all constructs meet the discriminant validity and are declared

valid, where the intended construct indicator is greater than other construct indicators.

3) Reliability

TABLE 7. RELIABILITY TEST RESULTS

	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0,942	0,950	Reliability
Organizational Commitment	0,921	0,936	Reliability
Work Environment	0,928	0,949	Reliability
OCB	0,953	0,959	Reliability

Based on table 7. above the calculation of cronbach alpha and composite reliability of all constructs (> 0.70), therefore obtained the conclusion that all constructs are declared reliability.

C. Structural Model Test Results ( Inner model )

Here's a picture of the main construct for structural model test (Inner Model).

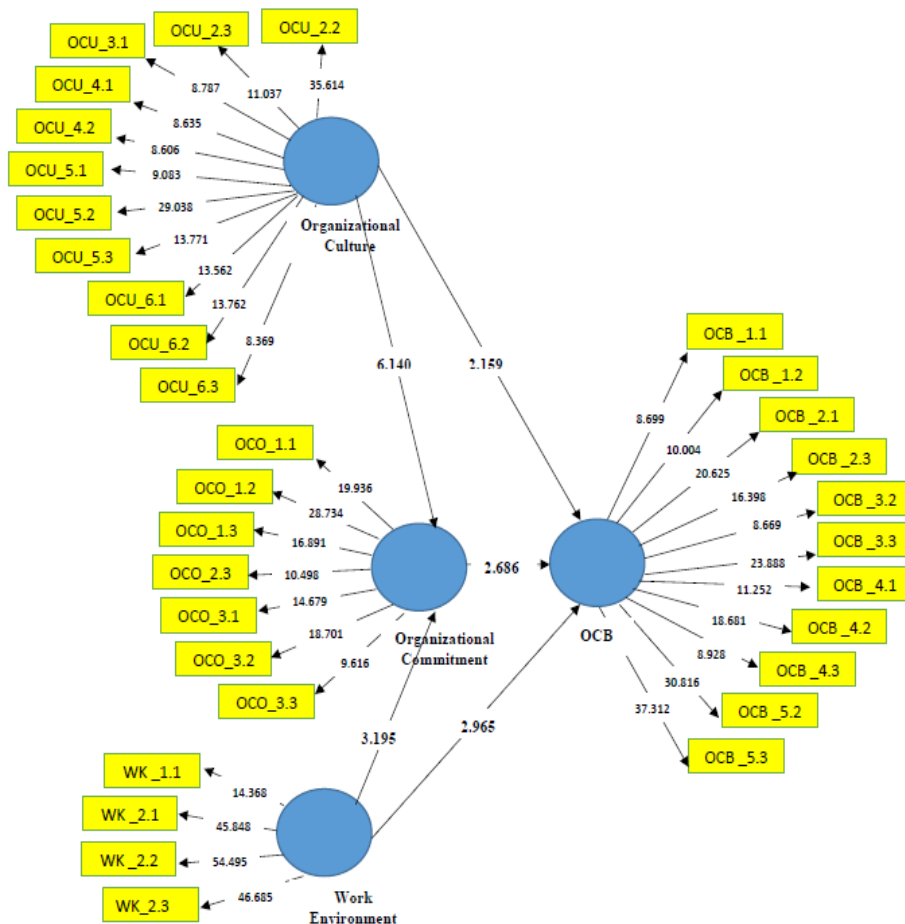


FIGURE 2. STRUCTURAL MODEL TEST MAIN CONSTRUCT (INNER MODEL)

1) Analisis R<sup>2</sup> ( R-Square )

TABLE 8. R-SQUARE TEST RESULTS

	R Square
Organizational Commitment	0,749
OCB	0,789

In table 8. above shows that the organizational commitment variable R-Square value is less than 0.75 (0.749 < 0.75), then it can be concluded moderate. And OCB variable R-Square value is greater than 0.75 (0.789 > 0.75), therefore it can be concluded strong model.

2) Analisis F<sup>2</sup> (F-Square)

TABLE 9. F-SQUARE TEST RESULTS

	Organizational Culture	Organizational Commitment	Work Environment	OCB
Organizational Culture		<b>0,405</b>		0,097
Organizational Commitment				<b>0,098</b>
Work Environment		0,116		0,148
OCB				

Based on table 9. above the F-Square or F2 test results indicate a variable that the organizational culture towards the organizational commitment variable has F2 0.405 which means great. And the organizational culture variable against the OCB variable has an F2 of 0.097 which means small. Organization commitment variables to OCB variables have F2 0.098 which means small. In addition, the working

environment variable against the organization's commitment variable has F2 0.116 which means small, then the working environment variable against the OCB variable F2 has F2 0.148 which means small.

3) Estimate For Path Coefficients

TABLE 10. COEFFICIENTS PATH TEST RESULTS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture -> Organizational Commitment	0,586	0,575	0,095	6,140	<b>0,000</b>
Organizational Culture -> OCB	0,312	0,308	0,145	2,159	<b>0,034</b>
Organizational Commitment -> OCB	0,287	0,301	0,107	2,686	<b>0,009</b>
Work Environment -> Organizational Commitment	0,313	0,328	0,098	3,195	<b>0,002</b>
Work Environment -> OCB	0,344	0,337	0,116	2,965	<b>0,004</b>

Based on table 10. indicates that the:

- Organizational culture variables have a statistical T value > T table (6,140 > 1.96) and A value of P values (0.000 < 0.05) which means that hypotheses are accepted, and it can be stated that partially organizational culture has a significant influence on organizational commitments.
- Organizational culture variables have statistical T values > T tables (2,159 > 1.96) and P values (0.034 < 0.05) which means that hypotheses are accepted, and it can be stated that partially organizational culture has a significant influence on OCB.
- The organizational commitment variable has a statistical T value > T table (2,686 > 1.96) and P values (0.009 < 0.05) which means that the hypothesis is accepted, and it can be

stated that partially the organization's commitment has a significant influence on OCB.

- Work environment variables have statistical T values > table T (3,195 > 1.96) and P values (0.002 < 0.05) which means that hypotheses are accepted, and it can be stated that partially the work environment has a significant influence on organizational commitments.
- Work environment variables have statistical T values > table T (2,965 > 1.96) and P values (0.004 < 0.05) which means that hypotheses are accepted, and it can be stated that partially the work environment has a significant influence on OCB.

4) Indirect Influence Test Results

TABLE 11. INDIRECT INFLUENCE TEST RESULTS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture -> Organizational Commitment -> OCB	0,168	0,169	0,062	2,733	<b>0,008</b>
Work Environment -> Organizational Commitment -> OCB	0,090	0,102	0,052	<b>1,743</b>	<b>0,085</b>

Based on table 11. obtained that:

- Organizational culture variables have statistical T values > table T (2,733 > 1.96) and P values (0.008 < 0.05) which means that hypotheses are accepted, and it can be stated that organizational culture has a significant influence on OCB through partial organizational commitment.

- Work environment variables have statistical T values < table T (1,743 < 1.96) and P values (0.085 > 0.05) which means that the hypothesis is rejected, therefore the work environment has an insignificant influence on OCB through organizational commitments.

#### D. Discussion

##### 1) Analysis of The Influence of Organizational Culture on Organizational Commitment

The proposed hypothesis test gained a positive and significant influence between the culture of the organization and the commitment of the organization. The result of the largest indicator value on organizational cultural variables is to try to lead to the right goals. And the result of the largest indicator value on the variables of organizational commitment is to support the objectives of the company, to facilitate the emergence of organizational commitments compared to personal interests, as a mechanism to shape the attitudes and behavior of employees, is one of the cultural functions of the organization namely, Robbins and Judge [5]. The test results (hypothesis 1) are supported by Suradi [11] research, and Wijaya & Yuniawan [15], obtained a positive and significant influence between the culture of the organization to the commitment of the organization, which means that when the culture of the organization increases then the organization's commitment will increase as well. And vice versa.

##### 2) Analysis of the Impact of the Work Environment on Organizational Commitments

The proposed hypothesis testing has a positive and significant influence between the work environment and the organization's commitment. The result of the largest indicator value on the work environment variable is to maintain co-worker relationships. And the result of the largest indicator value on the organizational commitment variable is to support the company's goals. The comfortable atmosphere of the work environment is created from the good relationship between colleagues, thus making employees more productive. The work environment is all work equipment, working methods and work arrangements, which affect an employee in completing his/her task, Sedarmayanti [9]. Where affective commitment marks the desire of emotional psychology employees to adapt through the prevailing values in the company in creating a comfortable work environment. The test results (hypothesis 2) are supported by Hanaysha [12] research, and Wulandari & Prayitno [16], obtained a positive and significant influence between the work environment to the commitment of the organization, when the work environment feels comfortable then the commitment of the organization will function to the maximum. And vice versa.

##### 3) Analysis of The Influence of Organizational Culture on OCB

The proposed hypothesis test gained a positive and significant influence between the organization's culture towards OCB. The result of the largest indicator value on organizational cultural variables is to try to lead to the right goals. And the result of the largest indicator value of OCB variable is always improving the quality of work. Where organizational culture can have a very strong influence on OCB behavior in a company. A good organizational culture, characterized by employees who feel more eager to do their work than the standards in the job description, to realize the goals of the organization set.

The test results (hypothesis 3) are supported by Puspita & Dewi research [13], and Fuad et al. [19], obtained a positive and significant influence between the organizational culture towards OCB, which means that when the culture of the organization develops well then OCB will follow the development. And vice versa.

##### 4) Analysis of The Impact of The Work Environment on OCB

The proposed hypothesis test had a positive and significant influence between the work environment and OCB. The result of the largest indicator value in the work environment variable is to maintain relationships with colleagues. And the result of the largest indicator value of OCB variable is always improving the quality of work. Where the dimension of non-physical environment is the atmosphere that occurs in the work environment, namely good relations with colleagues, Sedarmayanti [20]. Employees who maintain relationships with fellow co-workers will create OCB behavior. The test results (hypothesis 4) supported by Zufriah [14] research, and Prasasti & Yuniawan [21], obtained a positive and significant influence between the work environment to OCB, where a company has a work environment that supports employee activities in completing work will create employee behavior reflected in OCB. And vice versa.

##### 5) Analysis of the Impact of Organizational Commitment on OCB

The proposed hypothesis testing gained a positive and significant influence between the organization's commitment to OCB. The result of the largest indicator value on the organizational commitment variable is to support the company's objectives. And the result of the largest indicator value of OCB variable is always improving the quality of work. The organization's commitment is characterized by employees who put their work first, and strive to support the company to achieve its goals. Where one form of OCB is obedient and respectful to all company regulations, Organ in Muhdar [4]. The test results (hypothesis 5) were supported by research by Nurjanah et al. [2], and Kholisah et al. [22], gaining a positive and significant influence between the organization's commitment to OCB. As the organization's commitment increases, its OCB behavior increases. And vice versa.

##### 6) Analysis of The Influence of Organizational Culture on OCB Through Organizational Commitment

The proposed hypothesis test gained a positive and significant influence between the organization's culture towards OCB through organizational commitment. And the result of the largest indicator value on the organizational culture variable is trying to point to the right goal, the result of the largest indicator value of OCB variable is always improving the quality of work, while the result of the largest indicator value on the organizational commitment variable is supporting the company's goals. Where the commitment of the organization is upheld by the company, in order for the organization culture to influence the maximum, the organizational culture must be created and maintained,



through the process of socialization to all members of the company, Robbins and Judge [5]. The organization's commitment serves to measure and evaluate employees in carrying out their duties. Employees supported by organizational culture will provide a reciprocal relationship that is one of OCB's behavior regarding perceptions of organizational support to achieve the goal, Organ in Muhdar [4]. The test results (hypothesis 6) supported by Wijaya & Yuniawan [15] research, obtained a positive and significant influence between the organizational culture to OCB through organizational commitment, which means that when the organizational culture increases then OCB and organizational commitment increases as well. And vice versa

#### 7) Analysis of The Impact of The Work Environment on OCB Through Organizational Commitment

The proposed hypothesis testing gained a positive and insignificant influence between the work environment and OCB through organizational commitments. The effect is insignificant because the statistical T value is smaller than the table T, so the hypothesis is rejected or not accepted. Based on the largest indicators of work environment variables, namely maintaining a working relationship with colleagues, does not affect OCB variables through organizational commitment variables. The test results (hypothesis 7) are not supported by Wulandari & Prayitno [16] research, obtained positive and significant influence between the work environment to OCB through organizational commitment.

### V. CONCLUSIONS AND SUGGESTIONS

The conclusions obtained from this study are that there is a positive and significant influence between organizational culture to organizational commitment, obtained positive and significant influence between the work environment to the organization's commitment, obtained a positive and significant influence between the organizational culture to OCB, obtained a positive and significant influence between the work environment to OCB, obtained a positive and significant influence between the organizational culture to OCB through organizational commitment, furthermore, a positive and insignificant influence between the work environment and OCB through the organization's commitment to.

The author conveys some suggestions for the head of BRI credit card division, BRI management, and improvement for future research as follows: (1) In improving the quality of employee work, BRI management should hold cross functional training activities, by exchanging capabilities or involving employees to work in other fields besides the work provided, which aims to improve employee skills, thus providing benefits for the continuity of the company's business activity process in order to achieve the company's objectives. (2) To support the company's objectives in order to achieve the vision of the mission. All employees of BRI credit card division should have the strength to carry out organizational values, by always maintaining integrity, being professional in carrying out their duties, mutual respect to produce innovative BRI Group services & services based on customer centric spirit that provides added value for

customers, communities and stakeholders, so that employees show high commitment to the company to show a high level of participation in achieving the company's goals. (3) Leading to the right objectives, BRI management shall supervise all employees who violate the applicable regulations in the company and provide strict sanctions, as well as reward employees who comply with company regulations so that employees are motivated so as to lead to the stipulated objectives. (4) Maintaining the working relationship of fellow colleagues, the head of BRI credit card division is advised to monitor the relationship between colleagues so that there is no rift, so that the relationship between colleagues is always maintained to look harmonious, and create a comfortable work environment. (5) The number of respondents used for this study is very limited, therefore it can be improved the accuracy of further research by using more respondent data, for example 100 to 300 respondents. In addition, advice for future research is expected to examine factors other than organizational culture, work environment, and organizational commitment that can influence OCB such as work climate, job satisfaction, work motivation, and factors that affect OCB.

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