

## **Analysis of the Role of Organizational Commitment as Intervening Variable in the Relationship Between Organizational Citizenship Behavior, Organizational Climate and Teacher Performance.**

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### **Abstract**

The aim of this research is to examine the influence of independent factors (employee behavior and work environment) on the dependent factor (employee efficiency) both separately and together, with employee commitment acting as the mediating factor. The participants for this study were chosen through a saturated sampling method, including the entire population, and consisted of seventy educators. The theoretical framework for this research was evaluated using path analysis methods, considering the previously conducted correlation and regression analyses. The findings of this study indicate that employee conduct has an influence on employee loyalty, workplace atmosphere has an influence on employee loyalty, employee conduct and workplace atmosphere collectively impact employee loyalty, employee conduct has an influence on employee productivity, workplace atmosphere has an influence on employee productivity, employee loyalty has an influence on employee productivity, employee conduct, workplace atmosphere, and employee loyalty collectively influence employee productivity, employee conduct affects employee productivity through employee loyalty, and workplace atmosphere affects employee productivity through employee loyalty.

**Keywords:** Organizational Citizenship Behavior, Performance, Organizational Climate, Organizational Commitment.

### **Abstrak**

Penelitian ini bertujuan untuk menguji pengaruh faktor independen (perilaku karyawan dan lingkungan kerja) terhadap faktor dependen (efisiensi karyawan) baik secara terpisah maupun bersama-sama, dengan komitmen karyawan sebagai faktor mediasi. Partisipan penelitian ini dipilih melalui metode sampling jenuh, termasuk seluruh populasi, dan terdiri dari tujuh puluh pendidik. Kerangka teori penelitian ini dievaluasi dengan menggunakan metode analisis jalur, dengan mempertimbangkan analisis korelasi dan regresi yang telah dilakukan sebelumnya. Temuan penelitian ini menunjukkan bahwa perilaku karyawan berpengaruh terhadap loyalitas karyawan, suasana tempat kerja berpengaruh terhadap loyalitas karyawan, perilaku karyawan dan suasana kerja secara bersama-sama berdampak pada loyalitas karyawan, perilaku karyawan berpengaruh terhadap produktivitas karyawan, suasana tempat kerja berpengaruh terhadap loyalitas karyawan; produktivitas karyawan, loyalitas karyawan berpengaruh terhadap produktivitas karyawan, perilaku karyawan, suasana tempat kerja, dan loyalitas karyawan secara bersama-sama memengaruhi produktivitas karyawan, perilaku karyawan memengaruhi produktivitas karyawan melalui loyalitas karyawan, dan suasana tempat kerja memengaruhi produktivitas karyawan melalui loyalitas karyawan.

**Kata Kunci:** Organizational Citizenship Behaviour, Kinerja, Iklim Organisasi, Komitmen Organisasi.

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## **INTRODUCTION**

The prosperity of a company or organization depends on its capacity to handle its assets. Assets must be integrated in the best possible way to accomplish the goals of the company or organization. One of the assets that plays a pivotal role in a company or organization is the workforce. In the industrial era of 4.0, the competitive edge of a company or organization lies in skilled workforce (Hanifah, 2022). Therefore, companies or organizations must effectively and efficiently manage their workforce in order to enhance the quality of performance and attain goals. One of the goals of a company or organization is to maintain or increase the value of profits (Tannady & Budi, 2023). It is the same with educational institutions or private schools in Indonesia, which, in addition to carrying a social orientation in educating the nation's generation, are also profit-oriented in their efforts to get as many students as possible. Competition between agencies or private educational institutions is difficult to avoid, bearing in mind that the government's policy in recent years regarding the zoning system for admitting public school students has had an impact on sharpening private school competition to get as many students as possible with the aim of maintaining or increasing profits (Jumainah et al., 2023).

One of the competitive tools owned by private educational institutions to attract students is qualified and competent teachers. The quality and professionalism of teaching and educational staff are among the considerations for parents when choosing a school for their child (Setiawan, 2019). Through qualified and professional educators or teachers, private educational institutions have the opportunity to get students in large numbers, which will ultimately have an impact on the level of income or profit generated. It is fitting for private educational institutions to strive to improve the quality and professionalism of their teaching staff or teachers (Astuti et al., 2023). Teachers indirectly play a role in increasing the profitability of private educational institutions; therefore, teacher performance must be considered so that it matches the expectations and standards applied. Just like any other private educational institutions or institutions that have a focus on both social values and profit, our aim is to enhance the quality of teacher performance in line with current expectations and standards. Attendance is also an instrument for assessing a teacher's performance; a high level of absence will result in low teacher performance (Hartanti & Yuniarsih, 2018).

In addition to the level of teacher absence from school, teacher performance is also assessed based on the quality of learning (Nugroho et al., 2023). Institutions or educational institutions can improve the performance of teachers or educators, one of which is by fostering organizational citizenship behavior. Organizational citizenship behavior is seen as a variable that can improve employee performance due to the willingness of employees to do work outside the job description voluntarily. Organizational citizenship behavior becomes a lubricant that can improve employee performance because it facilitates interaction between employees, reduces the occurrence of disputes, and increases efficiency. Teachers are required to convey learning material in accordance with the existing job descriptions; they are also required to foster and develop the character of students so that

they become capable, active, creative, and independent human beings (Mohzana et al., 2023). Beyond that, teachers participate in school activity committees and are faced with student delinquency that must be overcome. Teachers often have to do work outside working hours or outside the specified job description (Purnama, 2017). The expansion of organizational citizenship behavior not only enhances the efficiency of employees but also amplifies employee organizational dedication because organizational citizenship behavior affects employee organizational dedication. There are multiple factors that affect organizational citizenship behavior, specifically disposition, organizational ethos, organizational atmosphere, job contentment, organizational dedication, transformative leadership, social accountability, employee age, employee engagement, collectivism, and fairness (Kusumajati, 2014).

In addition to organizational citizenship behavior, which can improve the performance of teachers or educators, a good organizational climate also contributes to maintaining and improving teacher performance (Reynaldo et al., 2022). Every organization or company has a climate that is different from one another. Employee performance can be improved through a conducive climate; therefore, companies or organizations must pay attention to organizational climate (Sadiki et al., 2023). An organizational climate that is not given enough attention will hinder employees from completing their work, which in turn will not perform as expected. The teacher frequently completes activities in the teacher's workspace in addition to carrying out the educational process in the classroom, particularly the task of reviewing concerns. The teacher also often interacts with other teachers regarding work or interacts with the principal and chairman of the foundation during school meetings. The absence of a comfortable work space and poor interaction with colleagues and superiors are two of the reasons it is difficult to create a conducive climate. There are several factors that affect organizational climate, namely organizational structure, methods of supervision and direction, relationships between individuals, superior and subordinate relationships, nature of work, size of the organization, and quality of the physical environment (Pasaribu & Indrawati, 2016).

## **METHOD**

In this investigation, scientists employed the non-probabilistic sampling technique with fully representative sample groups. The total number of educators in the sample was 70. Data collection methods using interviews and questionnaires. Researchers conducted unstructured interviews to obtain preliminary research data from teachers and foundation heads. In this study, the questionnaire was distributed online using Google Forms. A Likert scale was then used to process the questionnaire's output data. Data analysis is the process of utilizing a formula that is consistent with the research strategy to process data from corresponding questionnaire findings in order to provide research-based replies. The Statistical Product and Service Solution (SPSS) was utilized by researchers to process and analyze the data for this investigation. Because there are intervening or mediating elements in this study, route analysis is used to examine both the direct and indirect causes

of the association using the model. This study tries to determine how the independent factors have an impact, namely organizational citizenship behavior and organizational climate, on the dependent factors, notably employee performance and organizational commitment, as well as the influence of the intervening factors.

## **RESULT AND DISCUSSION**

The minimum and maximum values for the organizational citizenship behavior element are 134 and 209 participants, respectively. Responses from respondents had a standard deviation of 13.898 and an average total score of 188.46. The organizational atmosphere factor has a minimum rating of 71 participants and a maximum rating of 110 participants. The average overall score for the organizational atmosphere variable across all participants is 100.21, with a standard deviation of 7.007. With 59 to 90 participants, the organizational devotion variable has an average total value of 81.57 and a standard deviation of 6.344. Employee achievement is a variable with a lowest score of 67 and a highest score of 95 participants. With a standard deviation of 5.881, the participants' responses had an average total value of 86.61. Because every statement item on the questionnaire has a Pearson correlation value or  $r$  count  $>$  from the  $r$  table (0.2352) and a significance value of 0.05 or 5%, they can all be considered to be valid. It may be argued that the research can proceed to the next stage because all the variables in the study of organizational citizenship behavior, organizational atmosphere, organizational dedication, and employee accomplishment pass the validity test. Every variable is deemed as reliable if its Cronbach's Alpha value is better than 0.7. All variables passed the reliability test, as evidenced by the Cronbach's Alpha scores of 0.936 for the organizational citizenship behavior variable, 0.901 for organizational climate, 0.908 for organizational commitment, and 0.885 for employee performance. One gets the asymp. sig value. The regression model's (2-tailed)  $0.280 > 0.05$  value indicates that data are regularly distributed.

The  $p$ -value of the independent variables (prosocial conduct, work environment, and loyalty to the organization) is  $> 0.05$  or 5%, according to the Glejser test. Significance of prosocial behavior:  $0.551 > 0.05$ , then the significance of work environment:  $0.614 > 0.05$ , and the significance of loyalty to the organization:  $0.839 > 0.05$ . Therefore, it might be argued that the regression model lacks heteroscedasticity. The prosocial behavior variable's tolerance value is 0.209, whereas the VIF value is 4.790. The VIF value is 4.859, while the work environment variable tolerance value is 0.206. Last but not least, there is no multicollinearity because the tolerance value for the loyalty to the organization variable is 0.280 and the VIF value is 3.571.

The findings show that the association between organizational citizenship behavior and organizational climate and organizational commitment is significant, accounting for 72% of the variation, with the determination coefficient ( $r$  square) being 0.720 (72%). Other elements that weren't taken into account in the study are responsible for the remaining 28% (100% - 72%). A determination coefficient of 0.724 (72.4%) describes the relationship between organizational commitment,

organizational atmosphere, organizational citizenship behavior, and employee performance. In other words, these factors account for 72.4% of the variation in employee performance. Other factors not covered in the study have an impact on the remaining 27.6% (100% - 72.4%). The formulas  $df1 = k - 1 = 4 - 1 = 3$  and  $df2 = n - k = 70 - 4 = 66$  were used to calculate the outcome of the calculation  $f$  value (86.118)  $>$   $f$  table (2.74) with a chance of 0.000 0.05. By demonstrating that under model 1, organizational citizenship conduct and climate have an instantaneous, simultaneous effect on the dependent variable, organizational commitment, this study rejects  $H_0$  and validates  $H_a$ . As a result of  $f$  value (57.672)  $>$   $f$  table (2.74), the following results were calculated:  $df1 = k - 1 = 4 - 1 = 3$ , and  $df2 = n - k = 70 - 4 = 66$ , with a probability of  $0.000 < 0.05$ . As a result, this study rejects  $h_0$  and accepts  $ha$ , which suggests that in model 2, the independent factors (organizational citizenship behavior, organizational atmosphere, and organizational commitment) have an immediate, simultaneous impact on the dependent variable (employee performance).

After comparing the projected  $t$  value to the  $t$  table, conclusions were formed. Using the pertinent formula contained in  $t$  table 1.996, the  $t$  table was created using the formula  $df = n - k = 70 - 4 = 66$  with an alpha of 0.05 or 5%. The knowledge obtained is then put to the test to see whether organizational citizenship behavior has an impact on organizational commitment and whether organizational climate has an impact on organizational commitment. The findings of the  $t$  test revealed a significant level of 0.002 0.05 and a  $t$  count value (3.252)  $>$   $t$  table value (1.996) for the relationship between organizational citizenship involvement and commitment. This study rejects  $H_0$  and accepts  $H_a$  because organizational citizenship behavior has some influence on organizational commitment. The association between organizational climate and commitment to the organization was demonstrated by the results of the  $t$  test, with a significance level of  $0.001 < 0.05$  and a  $t$  count value larger than a  $t$  table value (1.996). As a result, this study rejects  $H_0$  and endorses  $H_a$ , showing that organizational environment has some influence on organizational commitment.

The results of the computed  $t$  value (2.049), which is higher than the  $t$  table value (1.996), on the variable of corporate citizenship behavior on employee performance created a significant value of  $0.044 < 0.05$ . This study rejects the null hypothesis ( $H_0$ ) and accepts the alternative hypothesis ( $H_a$ ), indicating that employee performance is not significantly impacted by organizational civic conduct. The  $t$  test revealed that there is a significant relationship between organizational environment and employee performance at a significance level of 0.038 0.05, and that the  $t$  count value (2.122) is higher than the  $t$  table value (1.996). Therefore, this study validates  $H_1$  and rejects  $H_0$ , indicating that workplace culture may have some bearing on employee performance. The relationship between organizational commitment and employee performance was examined using the  $t$  test, and the results showed a significant value of  $0.014 < 0.05$ . The  $t$  count value (2.524) was higher than the  $t$  table value (1.996). Inferring that organizational commitment has little bearing on employee performance, this study rejects  $H_0$  and supports  $H_a$ . In contrast to the computed  $t$  value, which is larger, the absolute  $Z$  value is lower at 1.96 than it is at 1.996. Online statistics calculators were also used to determine the  $t$ -

score results, and it was found that the t-score value was  $1.996 > 1.96$  with a significance value of  $0.045 < 0.05$ . Thus, this study accepted the alternative hypothesis ( $H_a$ ) and rejected the null hypothesis ( $H_0$ ), demonstrating that corporate citizenship conduct indirectly influences employee performance through organizational commitment. The absolute Z value's critical value, 1.96, is exceeded by the predicted t value of 2.034. Using online statistics calculators, the t-value computation was further checked, demonstrating that the significant value of 0.041 is less than 0.05 and that the critical value of 1.96 is larger than the t-value of 2.034. Since organizational commitment indirectly affects employee performance, this study rejects the null hypothesis ( $H_0$ ) and adopts the alternative hypothesis ( $H_a$ ).

## CONCLUSION

The findings of this research indicate that organizational citizenship behavior partially exerts an impact on organizational dedication. Organizational atmosphere partially influences organizational dedication. Organizational citizenship behavior and organizational atmosphere concurrently influence organizational dedication. Organizational citizenship behavior partially impacts employee productivity. Organizational atmosphere partially influences employee productivity. Organizational dedication partially affects employee productivity. Organizational citizenship behavior, organizational atmosphere, and organizational dedication jointly influence employee productivity.

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