

Mediating Effect of Organizational Commitment on The Influences of Work-Family Conflict and Organizational Culture on Organizational Citizenship Behaviour

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ABSTRACT

PT Madya Utama Lima is a company engaged in the field of coal mining management and mining contractor service provider. This study aims to examine the mediating role of organizational commitment on the relationships between work-family conflict and organizational culture with organizational citizenship behavior (OCB) at PT Madya Utama Lima. The research employs a quantitative approach with a survey method, involving 60 permanent employees as respondents. Data were analyzed using the structural equation model (SEM) with Smart PLS software. The findings indicate that work-family conflict negatively affects both organizational commitment and OCB, while organizational culture positively affects organizational commitment and OCB. Furthermore, organizational commitment significantly mediates the negative impact of work-family conflict and the positive impact of organizational culture on OCB. The results highlight the importance of enhancing organizational commitment to mitigate work-family conflict and leverage organizational culture for improved OCB. This research provides practical insights for organizations to create supportive policies and strengthen their cultural values, contributing to increased employee performance and organizational effectiveness.

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Introduction

PT Madya Utama Lima is a company engaged in the field of coal mining management and mining contractor service provider. With specifications in the field of coal mining contractors starting from the exploration stage to bargaining. The vision of PT Madya Utama Lima is to do everything sincerely, work with sincerity, always try to improve capabilities and expand knowledge, and contribute to society and the country. While the mission of the firm is to face all difficulties with a positive spirit and way with a firm heart, and determined to become a company that inspires and admires the whole world. Organizational citizenship behaviour (OCB) is a profound contribution that exceeds the demands of the role at work and is rewarded by acquiring task performance.

According to Adnyani (2016), the small things that shape OCB behaviour are the key to the success of an organization. According to Otto (2018), the behaviour of helping each other in completing work and giving each other positive input between superiors, subordinates, and co-workers besides having a high initiative to replace the duties of employees who cannot come to work because of illness or there is an urgent need. This is in line with OCB behaviour which is different behaviour from individuals, which is not directly recognized in the formal work system. It can increase the overall functioning of the organization. Based on the pre-survey, only 20% of the employees have good OCB. The literature study by Putra (2020) concludes that factors that can affect OCB can be divided into two, namely internal and external factors. Internal factors include personality, motives, and motivation, while external factor includes leadership. Bismala (2019) stated that job satisfaction with indicators individual abilities, attitudes, beliefs, value systems, positive attitudes, commitments, responsibilities, demographic variables such as age, gender, education, marital status, characteristics of the work itself (such as working hours, income, professional status, activity sector), salary, promotion, co-workers, supervision, quality of work conditions, leadership, and social relations, affect OCB.

According to Narzary (2020), OCB refers to actions taken by employees beyond the roles required by the organization, and these actions promote the well-being of co-workers, workgroups, or even organizations. Managers should give adequate importance to OCB because it is accepted as an indispensable condition for increased organizational performance and effectiveness (Organ, 1990). OCB has got many positive influences on the organization like increasing satisfaction of employees, increasing retention etc. Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behavior, which is expected to adapt to ongoing and future challenges (Manik, 2019). Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Organizational culture is a pattern of basic assumptions created, discovered, or developed by certain groups when they adjust to external problems and internal integration that have worked quite well. to realize, think, and feel the relationship with the problem (Luthans et al., 2014).

Organizational Citizenship Behavior is usually determined by the presence of Organizational Commitment. Employees must work well, but some employees do not do it to the fullest. Therefore, the ability to create an organization with a culture capable of driving performance is a necessity. Organizational culture is related to how employees perceive the characteristics of an organization's culture, not whether they like the culture or not. Organizational culture expresses a shared perception held by members of the organization. The problem Related to Work-Family Conflict examples is some of employee had problem in their home but sometimes they brought it to office so make the situation in office is not good to work. Work Family conflict related to Inter-role conflict, which refers to the pressure or imbalance between work and family responsibilities, includes work-family conflict. High workloads and working long hours are clear signs that a work-family conflict is developing as a result of too much time and effort being put into the job. One type of inter-role conflict is work-family conflict. To support the understanding of the phenomena, researcher conducted a pre-survey and interview the managers of human resource. From the results of a pre-survey indicated the problems are the effects of work-family conflict, organization commitment, and organizational culture toward OCB.

Some researches about the effect of work-family conflict on OCB already done

but the results are not consistent. Research by Wahyudi (2022), Eviana et al. (2023) and Sudrajad and Hudaniah (2021) indicated that work-family conflict had negative and significant effect on OCB, but Najih and Mansyur (2022) found the insignificant effect of work-family conflict on OCB.

The researches about organizational culture effect on OCB already done by many researchers but the results are not consistent. Hartono et al. (2023) found that organizational culture did not affect on OCB. But the other researchers Mohanty (2012), Khatri et al. (2022), Zeyada (2018), and research by Sahyoni and Supartha (2020), stated that organization culture has a significant and positive effect on OCB.

Some researches about the effect of organization commitment on OCB already done with the consistent results, that organization commitment has positive and significant effect on OCB. The researchers are Hartono et al. (2023), Kurniadi et al. (2022), Wijaya (2020), Bakhshi et al. (2011), Kartika and Pienata (2020), and Saraih et al. (2020).

The effects of work-family conflict on employee behaviours included organizational commitment already done by some researchers with various results. Some researchers, Yadnya and Mujiati (2021), Subroto et al. (2023), and Hernita (2020) found that work-family conflict significantly and negatively affect the organizational commitment. Inayati and Apriliya (2017) and research by Atmajaya et al. (2024) found that work-family conflict positively but insignificantly affect the organizational commitment.

Previous researches about organizational culture on organizational commitment already done with consistent results that organizational culture positively and significantly affects the organizational commitment. Some of the researches done by Wibowo et al. (2015), Wua et al. (2022), Efe (2021), Wibawa and Putra (2018), Kayani (2023), and Khalik et al. (2016).

Based on the pre-survey and previous researches mentioned above, this research conducted to analyze the influences of work-family conflict and organizational culture on organizational citizenship behaviour (OCB) mediated by organizational commitment (Study At PT Madya Utama Lima). Work-Family Conflict is a recent phenomena faced by the employees, and could reduce the OCB of the employees. But if the employees are in good organizational commitment, it is hope that their OCB are also good. Based-on the thinking, it is important to do the research about the mediation of organizational commitment on the effect of Work-Family Conflict faced by the employees. Organizational culture is a good predictor of OCB, because the organizational culture make the same assumption and way of thinking of people in organization so it increases the OCB.

Literature Review

Organizational Citizenship Behavior (OCB)

Perdana in Putra & Sudibya (2018), Explains that one of the behaviors that can increase employee productivity within the organization is extra-role behaviour or also called Organizational Citizenship Behaviour (OCB). This extra role of employees is reflected through their behaviour of helping others, volunteering for extra tasks, and obeying the rules and procedures in the workplace. According to Robbins in Darmawan & Satrya (2018), OCB is an extra behaviour that is not part of an employee's formal work obligations, but supports the effective functioning of the company. According Organ et al in Ferdus and Kabir (2018), Organizational citizenship behaviour is the behavior of personnel that is a unique addition apart from their roles and responsibilities as the first

step in their job descriptions and is not dependent on the rewarding organizational system but is voluntary behaviour shown by staff who are willing to work for the benefit of the organization as a priority. According to (Robbins) in Winto et al. (2020) that organizations that have employees who have Organizational Citizenship Behavior are good and will have better performance than other organizations.

Work-Family Conflict

Greenhaus & Beutell in Novitasari et al (2020), said that Work-family conflict is one kind of inter-role conflict, which refers to the pressure or imbalance between work and family duties. High working hours and high workloads are immediate indicators of a work-family conflict arising as a result of excessive time and effort spent on work. Work-family conflict is one kind of inter-role conflict, which refers to the pressure or imbalance between work and family duties. Due to the excessive time and effort spent working, long work hours and large workloads are clear indicators of a work-family conflict. Work and family are inextricably linked and critical for each worker or employee. Both of these are extremely tough to integrate into a married person's life with children. Conflicts emerge when an individual is forced to choose between two responsibilities (family and job), requiring the individual to execute several roles as husband/wife, parents, children, and employee. Employees who are subjected to work-family conflict and job stress will have a strong desire to leave the business. (Kusumanegara et al. (2018)).

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Organizational Culture

According Denison in Setyaningsih et al, (2021) organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture is a concept in the norms and fundamental behaviours that influence the development of behaviour for systems and management in enhancing and reinforcing these principles, within an organization, organizational culture may impact thoughts, emotions, interactions, and performance.

Limaj & Bernroider, Miller, in PAAIS & PATTIRUHU (2020), stated that a habit that belongs to an organization is organizational culture. Patterns and practices vary amongst organizations. Organizational culture is a collection of fundamental assumptions and ideas held by the organization's personnel, which are then developed and transmitted to overcome external adaption and internal integration difficulties. According to Ramezan in Wibawa and Putra (2018), organizational culture is a trust and ethical principle of organizational members who play an essential role in the corporate management system. Creates who have a high organizational commitment can be seen from their job satisfaction in organizing.

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Organization Commitment

According to Haque et al, 2019 in Utami et al, (2020), Organizational commitment is an employee's desire to be identified with the organization. Thus, staying and being identified with the organization where he/she works is a psychological link of an employee with the organization. Robins 2006, in Lestyanie and Yanuar (2019) stated that organizational commitment occurs when employees support the organization and its goals and plan to remain employees. According Effendi and Sutanto in Santoso and Riyanto (2020) According to the definition, organizational commitment is employees' emotional attachment to the firm in which the employees believe they own the company and are accountable for attaining its goals. Organizational Commitment According to Haque et al, 2019 in Astakoni et al, (2020), Organizational commitment is an employee's desire to be identified with the organization. Thus, staying and being identified with the organization where he/she works is a psychological link of an employee with the organization. According to Robins 2006, in Lestyanie and Yanuar (2019) Organizational commitment occurs when employees support the organization and its goals and plan to remain employees.

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Hypothesis

- 1) There is a negative and significant effect of work-family conflict on organizational citizenship behavior.
- 2) There is a negative and significant effect of work-family conflict on organizational commitment
- 3) There is a positive and significant effect of organizational culture on organizational citizenship behaviour
- 4) There is a positive and significant effect of organizational culture on organizational commitment
- 5) There is a Positive and significant effect of organizational commitment on organizational citizenship behaviour
- 6) There is a significant relationship between work-family conflict and organizational citizenship behaviour after being mediated by organizational commitment
- 7) There is a significant relationship between organizational culture and organizational citizenship behaviour mediated by organizational commitment

Previous studies have yet to comprehensively examine the mediating role of organizational commitment in the relationship between work-family conflict,

organizational culture, and organizational citizenship behavior (OCB). While individual relationships between these variables have been explored, findings remain inconsistent, and limited attention has been given to analyzing their interactions as a unified model. This study addresses the gap by focusing on how organizational commitment mediates these relationships, specifically in the mining sector, which has unique work conditions that may exacerbate work-family conflict and influence organizational culture and employee behaviors.

The novelty of this research lies in its focus on analyzing the mediating role of organizational commitment in the relationship between work-family conflict, organizational culture, and OCB in the context of the coal mining sector, particularly at PT Madya Utama Lima. Unlike previous studies, this research integrates all three constructs using a structural equation model (SEM) with Smart PLS, providing a comprehensive understanding of how organizational commitment can mitigate the negative impact of work-family conflict and enhance the positive effect of organizational culture on OCB.

The primary objective of this research is to examine the mediating role of organizational commitment in the influence of work-family conflict and organizational culture on OCB. Specifically, this study aims to analyze the direct and indirect relationships between these variables using quantitative methods. The benefits of this research are twofold: for organizations, particularly in the mining sector, the findings provide actionable insights into fostering organizational commitment to mitigate work-family conflict and enhance OCB, thus improving overall organizational performance. For future researchers and policymakers, this study offers empirical evidence and recommendations for creating a supportive work environment and strong organizational culture.

Research Methods

A quantitative research design was used in this research. Reason The researcher employs a quantitative technique since the goal of this study is to substantiate the researcher's premise. According to Sugiyono (2020), quantitative research techniques are research methods founded on the idea of positivism that is used to analyze specific populations or samples, data collecting using research instruments, quantitative or statistical data processing, with the goal of testing prepared hypotheses. This study relied on primary data gathered from questionnaires delivered to respondents. The Sample for this research using saturated sample and took 60 employee sample with the criteria is permanent employee at PT Madya Utama Lima. According Sugiono 2018 the definition of a sample of the number and characteristics possessed by the population. the sample that is taken from the population must be truly representative. In this study, the authors used quantitative descriptive analysis, assisted by SEMPLS software version 3.0 for Windows.

Results and Discussions

Characteristics of Respondent

Table 1. Characteristics Of Respondents

Characteristics		Frequency	Percentage (%)
Gender	Men	36	62
	Women	24	38
	Total	60	100

Age	< 19 years	3	5
	20-26 years	17	28
	27-40 years	28	47
	> 41 years	12	20
	Total	60	100
Education Level	Highschool	21	35
	Diploma 3	10	17
	S-1	25	42
	S-2/S-3	4	6
	Total	60	100

Source : Research Data Processed (2023)

Respondents in this study have different characteristics, namely based on gender, age, and education. Based on Table 1, it can be seen that the majority of respondents in this study were male, namely 31 respondents (62%), and the remaining 19 respondents (38%) were female. Based on Table 1, it can be seen that the majority of respondents aged 27-40 years, namely 28 respondents (47%), then respondents aged 20-26 years as many as 17 respondents (28%), > 41 years as many as 12 respondents (20%), and the remaining 3 respondents (5%) aged < 19 years. Based on Table 1, it can be seen that respondents based on the level of education are dominated by S-1 graduates, namely 25 respondents (48%), then respondents came from high school graduates as many as 21 respondents (24%), S-2 / S-3 as many as 4 respondents (6%), and the remaining 10 respondents (17%) came from Diploma 3 graduates.

Outer Model testing

The measurement model testing phase includes Convergent Validity, Discriminant Validity and Composite Reliability testing. The results of PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, descriptive validity and composite reliability. To generate the results of the outer model test, the PLS model must be estimated using algorithmic techniques.

Convergent Validity Test

The convergent validity test is carried out by looking at the loading factor value of each indicator against its construct. For confirmatory research, the loading factor limit used is 0.7, while for exploratory research, the loading factor limit used is 0.6; for development research, the loading factor limit used is 0.5. Because this study is a confirmatory study, the loading factor limit used is 0.7. The following is the loading factor value of all indicators in the research model based on the results of PLS model estimation with algorithm techniques.

Table 2. Loading Factor Value on Convergent Validity Test

Variable	Indicator	Loading Factor	Cut Value	Validity
Organizational commitment	O1	0.781	0.7	valid
	O2	0.778	0.7	valid
	O3	0.733	0.7	valid
	O4	0.768	0.7	valid
	O5	0.744	0.7	valid
	O6	0.833	0.7	valid
	O7	0.701	0.7	valid

Variable	Indicator	Loading Factor	Cut Value	Validity
	O8	0.766	0.7	valid
	O9	0.752	0.7	valid
	O11	0.749	0.7	valid
	O13	0.735	0.7	valid
	O14	0.718	0.7	valid
	O16	0.784	0.7	valid
	O17	0.849	0.7	valid
	O20	0.714	0.7	valid
	O21	0.725	0.7	valid
<i>Organizational Culture</i>	OC2	0.774	0.7	valid
	OC3	0.740	0.7	valid
	OC4	0.785	0.7	valid
	OC6	0.829	0.7	valid
	OC7	0.840	0.7	valid
	OC8	0.813	0.7	valid
	OC9	0.799	0.7	valid
<i>Organizational Citizenship Behavior</i>	OCB2	0.713	0.7	valid
	OCB3	0.744	0.7	valid
	OCB5	0.801	0.7	valid
	OCB6	0.830	0.7	valid
	OCB7	0.742	0.7	valid
	OCB8	0.744	0.7	valid
	OCB12	0.733	0.7	valid
	OCB13	0.769	0.7	valid
	OCB14	0.826	0.7	valid
	OCB16	0.758	0.7	valid
<i>Work family conflict</i>	WFC1	0.785	0.7	valid
	WFC2	0.700	0.7	valid
	WFC3	0.759	0.7	valid
	WFC4	0.764	0.7	valid
	WFC5	0.808	0.7	valid
	WFC6	0.710	0.7	valid
	WFC7	0.809	0.7	valid
	WFC8	0.802	0.7	valid
	WFC9	0.793	0.7	valid
	WFC10	0.789	0.7	valid

Source : Research Data Processed (2023)

Based on the results of the analysis, it is obtained that all indicators have a loading factor value of > 0.7 which means that all indicators are valid in measuring their constructs. In addition to looking at the loading factor value, convergent validity must also be assessed from the AVE value of each construct, all constructs in the PLS model

are declared to have met convergent validity if the AVE value of each construct > 0.5 . The full AVE value of each construct can be seen in the following table:

Table 3. AVE Construct Value

Variable	Average Variance Extracted (AVE)
Organizational Citizenship Behavior	0.548
Organizational Commitment	0.636
Organizational Culture	0.523
Work Family Conflict	0.502

Source : Research Data Processed (2023)

Based on the results of PLS analysis in table 3 above, after all invalid indicators are removed from the model, all indicators have been valid in measuring their constructs, then assessed from the AVE value, all constructs also have AVE values that exceed 0.5 which means that all indicators in each construct have met the required convergent validity criteria. The analysis stage is continued at the descriptive validity test stage.

Discriminant Validity

Discriminant validity is done to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if the AVE square value of each exogenous construct exceeds the correlation between that construct and other constructs. The results of discriminant validity testing are obtained as follows:

Table 4. Discriminant Validity according to the Fornell Larcker Test

	OCB	O	OC	WFC
OCB	0.740			
O	0.640	0.798		
OC	0.691	0.643	0.723	
WFC	0.648	0.690	0.652	0.708

Source : Research Data Processed (2023)

Based on the results of the description validity test, it is found that the AVE square root value of all constructs always exceeds the correlation coefficient of these constructs with other constructs so that it can be concluded that all constructs in this PLS model have met the required description validity. In addition to using the Fornell Larcker method, the validity of the discriminant can also be seen from the cross loading value of each indicator against its construct, the indicator is declared to meet the criteria for the validity of the description if the cross loading indicator against the construct is higher than the cross loading value of the indicator against other constructs.

Table 5. Discriminant Validity according to Cross Loading value

	OCB	OC	O	WFC
O1	0.521	0.615	0.781	0.626
O2	0.573	0.674	0.778	0.584
O3	0.573	0.680	0.733	0.569
O4	0.673	0.664	0.768	0.668
O5	0.570	0.678	0.744	0.506
O6	0.549	0.648	0.833	0.661
O7	0.525	0.524	0.701	0.562

	OCB	OC	O	WFC
O8	0.559	0.502	0.766	0.520
O9	0.622	0.627	0.752	0.602
O11	0.657	0.632	0.749	0.608
O13	0.549	0.536	0.735	0.505
O14	0.522	0.512	0.718	0.608
O16	0.567	0.554	0.784	0.685
O17	0.651	0.654	0.849	0.646
O20	0.556	0.548	0.714	0.557
O21	0.525	0.518	0.725	0.518
OC2	0.733	0.774	0.595	0.659
OC3	0.669	0.740	0.515	0.664
OC4	0.626	0.785	0.583	0.808
OC6	0.766	0.829	0.666	0.809
OC7	0.686	0.840	0.656	0.802
OC8	0.713	0.813	0.667	0.793
OC9	0.744	0.799	0.584	0.789
OCB2	0.713	0.613	0.567	0.693
OCB3	0.744	0.699	0.584	0.689
OCB5	0.801	0.621	0.616	0.640
OCB6	0.830	0.650	0.691	0.675
OCB7	0.742	0.543	0.686	0.563
OCB8	0.744	0.643	0.561	0.674
OCB12	0.733	0.674	0.695	0.759
OCB13	0.769	0.740	0.515	0.764
OCB14	0.826	0.785	0.683	0.808
OCB16	0.758	0.692	0.575	0.670
WFC1	0.688	0.551	0.698	0.785
WFC2	0.565	0.511	0.533	0.700
WFC3	0.733	0.774	0.695	0.759
WFC4	0.669	0.740	0.515	0.764
WFC5	0.726	0.785	0.583	0.808
WFC6	0.675	0.631	0.690	0.710
WFC7	0.766	0.629	0.666	0.809
WFC8	0.686	0.740	0.656	0.802
WFC9	0.713	0.613	0.667	0.793
WFC10	0.744	0.599	0.784	0.789

Source : Research Data Processed (2023)

Based on the results of the description validity test, all indicators have the highest indicators on their constructs not on other constructs so that it can be stated that all indicators have met the requirements for discriminant validity, for example the OCB5 indicator has cross loading 0.801 against the construct (OCB), while against other constructs cross loading OC5 is lower than 0.621 so that it can be stated that the validity of the PI3 construct discriminant is fulfilled.

In addition to using the Fornell Larcker test and cross loading, the validity of the description can also be done by looking at the HTMT (Heterotrait-Monotrait Ratio) value between constructs. HTMT is a recommended alternative method for assessing discriminant validity. This method uses a multitrait-multimethod matrix as the basis for measurement. The HTMT value must be less than 0.9 to ensure the validity of the

discriminant between the two reflective constructs (Henseler et al., 2015). In this test, the construct in the PLS model is declared to have met the validity of the description if the HTMT value between the construct and other constructs does not exceed 0.9.

Table 6. Discriminant Validity according to HTMT value

	OCB	O	OC	WFC
OCB				
O	0.609			
OC	0.629	0.530		
WFC	0.533	0.688	0.664	

Source : Research data Processed (2023)

Based on the results of the description validity test, the HTMT value between constructs does not exceed 0.9 which means that all constructs in the PLS model have met the required criteria for discriminant validity. Based on the results of the three methods of testing the validity of the description, it can be concluded that the outer model of PLS has met the required criteria for the validity of the description. Testing continues on composite reliability tests.

Composite Reliability

Construct reliability can be judged from the value of Alpha cronbachs and the Composite Reliability value of each construct. The recommended value of *composite reliability* and cronbachs alpha is more than 0.7, but for Cronbachs Alpha, the value of Cronbachs Alpha 0.6 is still acceptable (Ghozali, 2016). Based on the results of the analysis, the composite reliability value of all constructs has also exceeded 0.7, this shows that all constructs have met the required reliability, as well as for cronbachs alpha values have exceeded 0.6. This means that all of the constructs are reliable.

Goodness Of Fit Model Value

Goodness of fit model testing is a test carried out to ensure that the PLS model prepared is fit with the analyzed data so that it can explain the actual population conditions. The goodness of fit of the PLS model can be seen from the value of the R Square and Q Square models. R Square values > 0.67 indicate PLS models are strong in predicting endogenous, R Square 0.33 – 0.67 indicates PLS models in the moderately strong category and R Square 0.19 – 0.33 indicates that PLS models are weak in predicting endogenous (Chin, 1998). The results of the analysis in Table 4.10 show that the model criteria are in the moderate category when used to predict OCB while when used to predict organizational commitment, the model is in the moderate category.

The Q Square is also a goodness of fit model criterion, the Q Square value can indicate the predictive relevance of the model, where the Q Square value of 0.02 – 0.15 indicates that the model has a small predictive relevance, Q Square of 0.15 – 0.35 indicates that the model has medium predictive relevance and Q square > 0.35 indicates predictive relevance large model (Chin, 1998). The results of calculating the Q Square value in Table 7 show that the model has moderate predictive relevance when used to predict organizational commitment and the model is in the big category when used to predict OCB.

Table 7. Q Square Model Value

	SSO	SSE	Q ² (=1-SSE/SSO)
OCB	600.000	325.070	0.458
O	420.000	162.264	0.614
OC	960.000	960.000	
WFC	600.000	600.000	

Source : Research data Processed (2023)

In addition to the R Square and Q Square values of the model, the SRMR model is also a parameter of the goodness of fit model. SRMR models at intervals 0.08 – 0.10 indicate fit models, while SRMR models < 0.08 indicate perfect fit models (Hair et al, 2000). The analysis results in Table 7 show the SRMR of the model at 0.054 which means that the model is on the fit criteria.

Hypothesis Testing

Hypothesis testing in this study was carried out based on the results of SEM PLS analysis. The following is a summary of the results of hypothesis testing in this study:

Table 8. Hypothesis Test Results

No	Hypothesis	Original Sample	T Statistik	P Value	Conclusion
1	WFC -> OCB	-0.369	4.645	0.000	Accepted
2	WFC -> COMM	-0.292	2.566	0.012	Accepted
3	OC-> OCB	0.251	2.023	0.020	Accepted
4	OC -> COMM	0.308	3.299	0.002	Accepted
5	COMM -> OCB	0.363	4.482	0.000	Accepted
7	CULT -> COMM -> OCB	0.100	2.012	0.040	Accepted
6	WFC -> COMM -> OCB	-0.190	2.510	0.010	Accepted

Source : processed data (2023)

Direct Influence

Direct influence or often referred to as direct effect is the influence of exogenous variables directly on endogenous variables. In the PLS SEM analysis, the significance and direction of direct influence are seen from the value of p value, statistical t and the coefficient of the pathway path connecting endogenous to exogenous. If the p value is obtained < 0.05 and the statistical T > 1.96 (twotail t value), it is concluded that the exogenous variable has a significant effect on endogenous with the direction of influence according to the sign attached to the path coefficient. Furthermore, if the p value is obtained > 0.05 and the statistical T < 1.96 (two tail t value), then it is concluded that the exogenous variable has no significant effect on endogenous.

- 1) There is a negative and significant effect of work-family conflict on organizational citizenship behavior.

Based on the results of the hypothesis test as table 8, the T-Statistic value is 4.645, the original sample value is -0.369 and the p-value is 0.000. The T-Statistic value is greater than 1.96, the original sample value shows a negative value. These result indicates that work family conflict has a negative and significant effect on organizational commitment, meaning that hypothesis 1 in this study is accepted.

This result supports some previous researches about the effect of work-family conflict on OCB already done by Wahyudi (2022), Eviana et al. (2023) and Sudrajad and Hudaniah (2021) indicated that work-family conflict had negative and significant effect on OCB. But this result is not support Najih and Mansyur (2022) that found the insignificant effect of work-family conflict on OCB.

- 2) There is a negative and significant effect of work-family conflict on organizational commitment.

Based on the result of the hypothesis test in table 8, the T-Statistic value is 2,566, the original sample value is -0.292 and the p value is 0.012. The T-Statistic value is greater than 1.96, the original sample value shows a negative value. These results indicate that work family conflict has a negative and significant effect on organizational commitment, so Hypothesis 2 in this study is accepted.

This result supports the researches done by some researchers Yadnya and Mujiati (2021), Subroto et al. (2023), and Hernita (2020) found that work-family conflict significantly and negatively affect the organizational commitment. But this result is not support Inayati and Apriliya (2017) and research by Atmajaya et al. (2024) that found work-family conflict positively but insignificantly affect the organizational commitment.

- 3) There is a positive and significant effect of organizational culture on organizational citizenship behaviour.

Based on the result of the hypothesis test as table 8, the T-Statistic value is 2.023, with the original sample value of 0.251 and the p value of 0.020. The T-Statistic value is greater than 1.96, and the original sample value shows a positive value. These results indicate that organizational culture has a positive and significant effect on organizational citizenship behavior. This means that Hypothesis 3 in this study is accepted.

This result supports previous researches about organizational culture effect on OCB by Mohanty (2012), Khatri et al. (2022), Zeyada (2018), and research by Sahyoni and Supartha (2022), that stated organization culture has a significant and positive effect on OCB. But thus research result is not support Hartono et al. (2023) that found organizational culture did not affect on OCB. But the other researchers

- 4) There is a positive and significant effect of organizational culture on organizational commitment.

Based on the result of the hypothesis test in table 8, the T-Statistic value is 3.299, the original sample value is 0.308 and the p-value is 0.002. The T-Statistic value is greater than 1.96, the original sample value shows a positive value. This result indicates that organizational culture has a positive and significant effect on organizational commitment, so that hypothesis 4 in this study is accepted.

This result supports previous researches about organizational culture on organizational commitment already done by Wibowo et al. (2015), Wua et al. (2022), Efe (2021), Wibawa and Putra (2018), Kayani (2023), and Khalik et al. (2016).

- 5) There is a Positive and significant effect of organizational commitment on organizational citizenship behaviour.

Based on the result of the hypothesis test in table 8, the T-Statistic value is 4.482, the original sample value is 0.363 and the p value is 0.000. The T-Statistic value is greater than 1.96, and the original sample value shows a positive value. This result indicates that organizational commitment has a positive and significant effect on organizational citizenship behaviour, so that hypothesis 5 in this study is accepted.

This result supports some previous researches about the effect of organization commitment on OCB done by Hartono et al. (2023), Kurniadi et al. (2022), Wijaya (2020), Bakhshi et al. (2011), Kartika and Pienata (2020), and Saraih et al. (2020).

Indirect Influence

- 6) There is a significant relationship between work-family conflict and organizational citizenship behaviour mediated by organizational commitment.

The results of the analysis in the table 8 above show that organizational commitment can mediate the indirect influence of work family conflict on OCB, indicated by p value 0.010, statistical T 2.510 and negative path coefficient of -0.190. This means that a lot of work family conflict will reduce employee organizational commitment which will further reduce OCB.

- 7) There is a significant relationship between organizational culture and organizational citizenship behaviour mediated by organizational commitment

The result of the analysis in the table 8 above showed that organizational commitment can mediate the indirect influence of organizational culture on OCB, indicated by a p value of 0.040, a statistical T of 2.012 and a positive path coefficient of 0.100. This means that a good organizational culture will increase employee organizational commitment which will further increase OCB.

Conclusion

Based on the results of the analysis that has been carried out, it can be concluded that Work family conflict negatively affects organizational commitment, Work family conflict negatively affects OCB, Organizational culture has a positive effect on organizational commitment, Organizational culture has a positive effect on OCB, meaning that the better the organizational culture, the higher the OCB, vice versa, bad organizational culture will potentially reduce employee OCB. Organizational commitment has a positive effect on OCB, Organizational commitment can mediate the indirect influence of work family conflict on OCB, Organizational commitment can mediate the indirect influence of organizational culture on OCB. Suggestion

Based on the conclusions above, several suggestions can be put forward that are taken into consideration for PT Madya Utama Lima. Based on the results of Bootstrapping, it shows that in the variability of work family conflict the lowest value in the statement "Problems in the family affect me in my daily work". Companies should help employees separate work and family, such as making employees focus on work so that employees' family lives do not interfere with daily work. Based on the results of Bootstrapping, it shows that in the organizational culture variability the lowest value is in the statement "Can work in a team in carrying out work". Companies should train employees in teamwork, such as providing training related to teamwork. Based on the results of Bootstrapping, it shows that in the variability of organizational commitment the lowest value in the statement "I always obey the rules that apply in the company". Companies should implement rules that must be obeyed by every employee, such as sanctioning employees who violate regulations.

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