

Mediating Role of Organizational Commitment on the Influence of Workload and Organizational Culture on Organizational Citizenship Behavior

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Abstract. *The purpose of the study was to determine the direct and indirect influence of workload variables, organizational culture on organizational citizenship behavior through organizational commitment on employees of PT. Daihatsu Capella Medan. The type of research is associative causal and uses quantitative research methods. The population in this study were all employees at PT. Capella Medan Daihatsu totaling 78 people. The sampling method used the nonprobability sampling method with the census sampling technique. So the sample in this study was 78 employees at PT. Capella Medan Daihatsu. The results of the study are workload directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu. Organizational culture directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu. Workload directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu. Organizational culture directly has not significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu. Organizational commitment directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu. Workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.*

Keywords: *Workload, organizational culture, organizational commitment, organizational citizenship behavior*

1. INTRODUCTION

Human resource management (HRM) is an important part of an organization that focuses on managing the workforce to achieve organizational goals effectively and efficiently. HRM includes various functions, from recruitment, training, development, to performance appraisal. The main goal of HRM is to create a productive work environment and support individual and organizational growth. In this context, the importance of aspects such as workload, organizational culture, and organizational citizenship behavior becomes increasingly relevant, as all of these elements can affect employee performance and commitment.

PT. Daihatsu Capella Medan is one of the official dealers of Daihatsu cars in Indonesia that is committed to providing the best service to customers. With a long experience in the automotive industry, PT. Daihatsu Capella Medan does not only focus on vehicle sales, but also on quality after-sales service. The company strives to create a good work culture and support employee development in order to make a positive contribution to the company's growth. In an effort to achieve the company's vision and mission, it is important to understand

the factors that influence employee behavior, especially in the context of organizational citizenship behavior.

Organizational citizenship behavior (OCB) refers to voluntary behaviors performed by employees that are not directly stated in their job descriptions but contribute to the success of the organization (Ali et al., 2022; Sari & Ali, 2022). Examples include helping coworkers, providing suggestions for process improvements, or participating in company social activities. OCB is very important because it can improve operational efficiency and create a positive work atmosphere. Employees who exhibit this behavior usually have a high emotional attachment to the company and their colleagues, which in turn can improve the overall performance of the organization (Ridwan et al., 2020; Siswadi et al., 2023; Bogler & Somech, 2023).

Organizational commitment is the feeling of attachment and loyalty of employees to the company where they work (Herrera & De Las Heras-Rosas, 2021; Rahmatullah et al., 2022). This commitment includes three main components: affective, normative, and continuance. Employees with affective commitment feel emotionally connected to the company, normative commitment relates to a sense of obligation to remain with the company, and continuance commitment relates to the costs incurred if they leave the company. High levels of organizational commitment can motivate employees to engage in OCB, because they feel they have a responsibility to contribute to the success of the company (Ahad et al., 2021; Purwanto, 2020; Jufrizen et al., 2023).

Workload is an important factor that affects employee performance and job satisfaction. Excessive workload can cause stress, fatigue, and decreased productivity. Conversely, a balanced workload that is in accordance with individual capacity can increase employee motivation and engagement (Longo et al., 2022; Wilson & Eggemeier, 2020; Zysman & Costinot, 2022). In the context of PT. Daihatsu Capella Medan, it is important to manage employee workload so that it does not negatively impact their commitment and citizenship behavior. Employees who feel their workload is too heavy tend to be less motivated to contribute voluntarily. The phenomenon of workload among employees of PT. Daihatsu Capella Medan is increasingly becoming a concern, especially with the increasing market demands in the automotive industry. Excessive workload can cause stress and decreased productivity, which ultimately has a negative impact on individual and organizational performance as a whole. On the one hand, the company seeks to increase efficiency and meet the targets set, while on the other hand, employees often feel pressured by the existing demands. This creates a dilemma that needs to be managed properly so as not to harm both parties.

At PT. Daihatsu Capella Medan, unbalanced workload often arises due to shifts in organizational structure and additional responsibilities without adequate adjustments in human resources. Employees are faced with various tasks that require more time and energy than they should, which can cause them to feel burdened. Dissatisfaction arising from heavy workloads can reduce employee commitment to the organization, potentially affecting organizational citizenship behavior (OCB). OCB, which includes voluntary behaviors that are not explicitly stated in job descriptions, is critical to organizational success, so understanding the relationship between workload and OCB is crucial. Although many studies have discussed the relationship between workload and employee performance, there is a significant research gap in the specific context of PT. Daihatsu Capella Medan, especially regarding how workload affects OCB through organizational commitment as an intervening variable. Many previous studies have focused on the direct relationship between workload and performance, but few have explored the role of organizational commitment as a link between the two variables. This gap indicates the need for more in-depth research to understand how organizational commitment can mediate the effect of workload on employee citizenship behavior in a specific environment such as PT. Daihatsu Capella Medan.

Furthermore, it is important to examine other variables that may play a role in this context, such as organizational culture and managerial support. Many organizations do not accurately identify how workload and organizational culture interact with each other and their impact on employee commitment. This creates a need for studies that not only focus on workload, but also consider broader contextual factors. This study is expected to provide a more comprehensive understanding of the dynamics that occur at PT. Daihatsu Capella Medan and provide more relevant recommendations for management. Overall, the phenomenon of workload-related problems at PT. Daihatsu Capella Medan shows the need for serious attention from management in dealing with these issues. By exploring the existing research gap, companies can take more appropriate steps in designing HR policies that can improve employee welfare, strengthen organizational commitment, and encourage positive citizenship behavior among employees.

Organizational culture is a collection of values, norms, and practices that are shared by members of an organization (Paais & Pattiruhu, 2020; Oskooee & Wooton, 2020). A positive culture can create a supportive work environment, encourage collaboration, and enhance OCB. A strong culture typically includes values such as mutual respect, cooperation, and innovation. Conversely, a negative or unsupportive culture can hinder employee motivation and reduce levels of OCB. PT. Daihatsu Capella Medan needs to develop a healthy organizational culture

to ensure that employees feel engaged and motivated to contribute more broadly. Organizational culture at PT. Daihatsu Capella Medan is an interesting phenomenon to study, considering its important role in shaping employee behavior and performance. Organizational culture includes values, norms, and practices adopted by members of the organization, which directly affect the way employees work, communicate, and interact. At PT. Daihatsu Capella Medan, which operates in the competitive automotive industry, a strong and positive organizational culture is essential to create a conducive work environment and support the achievement of company goals. However, there are indications that the current organizational culture does not fully support employee development and strengthening commitment to the company.

One of the problems that arise is the misalignment between company values and employees' daily behavior. Although PT. Daihatsu Capella Medan has a clear vision and mission, these values are often not effectively internalized by all employees. This can lead to differences in understanding and interpretation of organizational culture, thus affecting employee job satisfaction and motivation. In some cases, employees feel less appreciated and recognized for their contributions, which negatively impacts their engagement and loyalty to the organization. A significant research gap related to organizational culture at PT. Daihatsu Capella Medan is the lack of studies examining the impact of organizational culture on organizational citizenship behavior (OCB) and organizational commitment. Although there have been many studies showing that organizational culture can affect employee performance and engagement, few have examined this relationship in the specific context of automotive companies in Indonesia. In a dynamic environment like PT. Daihatsu Capella Medan, it is important to understand how elements of organizational culture, such as trust, communication, and managerial support, contribute to OCB and employee commitment.

On the other hand, although some previous studies have emphasized the importance of positive organizational culture, there is still a lack of clarity regarding the factors that influence such culture. The question of how organizational culture can be developed and maintained in the long term, especially in situations of rapid market change and challenges, has not been fully answered. In addition, there is a need to explore how organizational culture can be aligned with the company's strategic objectives in order to create a more innovative and productive work environment. In this context, further research is needed to dig deeper into the factors that influence organizational culture at PT. Daihatsu Capella Medan and its impact on employee behavior. This study is expected to provide new insights into the dynamics of organizational culture as well as recommendations for management to create a culture that supports employee

growth and development. By understanding and addressing the existing problem phenomena, PT. Daihatsu Capella Medan can increase employee commitment and encourage positive personal behavior, which will ultimately have a positive impact on the company's overall performance.

In conclusion, the influence of workload and organizational culture on organizational citizenship behavior with organizational commitment as an intervening variable is very important to understand. Employees who have a high commitment to the organization tend to be more involved in citizenship behavior, which in turn contributes to company performance. Therefore, PT. Daihatsu Capella Medan needs to create a balanced work environment, with a supportive culture and good workload management, to maximize employee contribution in achieving organizational goals. This study aims to explore more deeply the relationship between these variables, so that it can provide practical recommendations for HR management in the company.

2. LITERATURE REVIEW

Organizational Citizenship Behaviour (Y)

According to Aprianti (2019) organizational citizenship behavior is as individual behavior that is free (discretionary), which does not directly and explicitly get expectations from the formal reward system, and which overall encourages the effectiveness of organizational functions. It is free, helpful, rule-abiding, sportsmanlike and positive because these behaviors are not required by role requirements or job descriptions that are clearly required by contract with the organization; but rather as a personal choice. Organizational Citizenship Behavior (OCB) is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the effective functioning of the organization. OCB is behavior that goes beyond the formal duties of employees and makes a positive contribution to the organization, even though it is not directly related to the reward system. (Organ, 2015).

Organizational Commitment (Z)

According to Yusuf & Syarif (2018), explaining that organizational commitment is one of the topics that has always been a good reference for management of an organization as well as researchers with a special interest focusing on human behavior. Organizational commitment is defined as a condition in which an employee sides with the organization and its goals and is willing to maintain his membership in a particular job as an employee, while high

organizational commitment means siding with the organization and recruiting the individual (Robbins, 2016).

Workload (X₁)

According to Prastiwi et al., (2022), argue that workload is the number of a series of activities that need to be taken care of by workers with a fairly small amount of time, if workers who are able to take care of their work properly and are also able to adapt to the many dependencies imposed by superiors then this will be a dependency for workers but on the contrary, if a job is not able to be done by workers and these obligations and activities will become excessive dependents. Workload is a number of processes or activities that must be completed by a worker within a certain period of time. Workload is in the form of physical workload and psychological workload (Krisdianto et al., 2023).

Organizational Culture (X₂)

According to Fahmi (2017), explains that organizational culture is the result of a process of melting the cultural style and behavior of each individual brought before into a new norms and philosophy, which has energy and group pride in dealing with something and a certain goal. Organizational culture is the result of a process of melting and melting the cultural style or behavior of each individual brought before into a new norms and philosophy, which has energy and group pride in dealing with something and a certain goal (Edison, 2016).

Conseptual Framework

The conceptual framework is the theoretical relationship between the variables studied in a study. This conceptual framework connects the independent variable with the dependent variable (Sugiyono, 2018).

a. The effect of workload on organizational commitment

Recent research shows that workload, organizational culture, and communication have a significant influence on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. The study by Zhao et al. (2023) found that excessive workload can reduce OCB because it causes stress and fatigue in employees. However, research by Chen et al. (2022) shows that a positive and supportive organizational culture can increase OCB.

b. The effect of organizational culture on organizational commitment

Recent research shows that organizational culture has a significant influence on organizational commitment. The study by Lee et al. (2023) found that a strong and positive organizational culture, which includes values such as collaboration, innovation, and trust, can increase employees' commitment to the organization. Employees who feel that their

organizational culture supports and matches their personal values are more likely to have a high commitment to the organization. This in turn increases their engagement at work and reduces their intention to leave the organization. Research by Kim and Park (2022) also supports these findings, showing that an inclusive and adaptive organizational culture contributes to an increase in employees' affective commitment, which is a form of commitment in which employees feel emotionally attached to their organization.

c. The effect of workload on organizational citizenship behavior

Recent research shows that workload has a significant influence on Organizational Citizenship Behavior (OCB). The study by Wang et al. (2023) found that high workload tends to reduce the likelihood of employees to engage in OCB due to increased stress and burnout. When employees feel burdened with their main tasks, they tend to reduce the time and energy they allocate to additional tasks that are not included in their job description, such as helping colleagues or engaging in voluntary organizational activities. In addition, research by Zhao and Li (2022) showed that excessive workload can lead to decreased motivation and job satisfaction, which directly negatively impacts employees' propensity to exhibit organizational citizenship behavior.

d. The effect of organizational culture on organizational citizenship behavior

Organizational culture has a significant influence on Organizational Citizenship Behavior (OCB). The study by Chen et al. (2023) found that an inclusive, innovative, and collaborative values-based organizational culture can increase OCB among employees. When employees perceive an organizational culture that is supportive and aligned with their personal values, they are more likely to participate in organizational citizenship behavior. This research shows that a strong organizational culture creates a supportive environment where employees feel valued and motivated to contribute more than just formally expected tasks. This is consistent with the findings by Zhang et al. (2022), who showed that an organizational culture that supports innovation and openness can also increase employee engagement in OCB.

f. The effect organizational commitment on organizational citizenship behaviour

Organizational commitment has a significant influence on Organizational Citizenship Behavior (OCB). The study by Zhang et al. (2023) found that employees with high levels of organizational commitment are more likely to show organizational citizenship behavior. Strong organizational commitment creates a sense of emotional attachment and responsibility of employees to the organization, which encourages them to contribute more than just the required tasks. Employees who feel emotionally attached to their organization are more motivated to help colleagues, make constructive suggestions, and participate in additional activities that

benefit the organization. Research by Li and Wang (2022) also supports these findings, suggesting that organizational commitment serves as a key driver in increasing positive workplace behaviors.

g. The effect of workload on organizational citizenship behavior through organizational commitment

Recent research shows that workload has a significant effect on Organizational Citizenship Behavior (OCB) both directly and through organizational commitment as a mediating variable. The study by Wang et al. (2023) found that high workload tends to reduce OCB directly because employees feel stressed and exhausted. Employees who are burdened with excessive tasks tend to reduce their involvement in activities that support colleagues or the organization outside of their main responsibilities. This is due to the limited time and energy employees have, which causes them to focus on core tasks rather than engaging in extra-role behaviors.

However, this study also shows that organizational commitment can mediate the negative effect of workload on OCB. Employees with high organizational commitment tend to continue to demonstrate OCB despite facing heavy workloads, due to their sense of responsibility and emotional attachment to the organization. Research by Li and Zhao (2022) supports this finding by showing that organizational commitment can reduce the negative impact of high workload by increasing employees' intrinsic motivation to contribute to the organization. Employees who feel emotionally attached to their organization are more likely to engage in behaviors that benefit co-workers and the organization as a whole, even though they face high workloads.

h. The effect of organizational culture on organizational citizenship behavior through organizational commitment

The influence of organizational culture on Organizational Citizenship Behavior (OCB) through organizational commitment has produced significant findings in the management and organizational psychology literature. These studies highlight that a positive and supportive organizational culture can influence organizational citizenship behavior through increasing the level of commitment employees feel towards their organization. For example, research conducted by Podsakoff et al. (2009) found that organizational cultures that promote values such as trust, honesty, and transparency contribute positively to OCB. They suggested that when employees feel their organizational culture is supportive and consistent with their personal values, they are more likely to maintain a commitment to the organization. This commitment then motivates them to demonstrate organizational citizenship behaviors, such as

helping colleagues, making constructive suggestions, or actively participating in organizational initiatives.

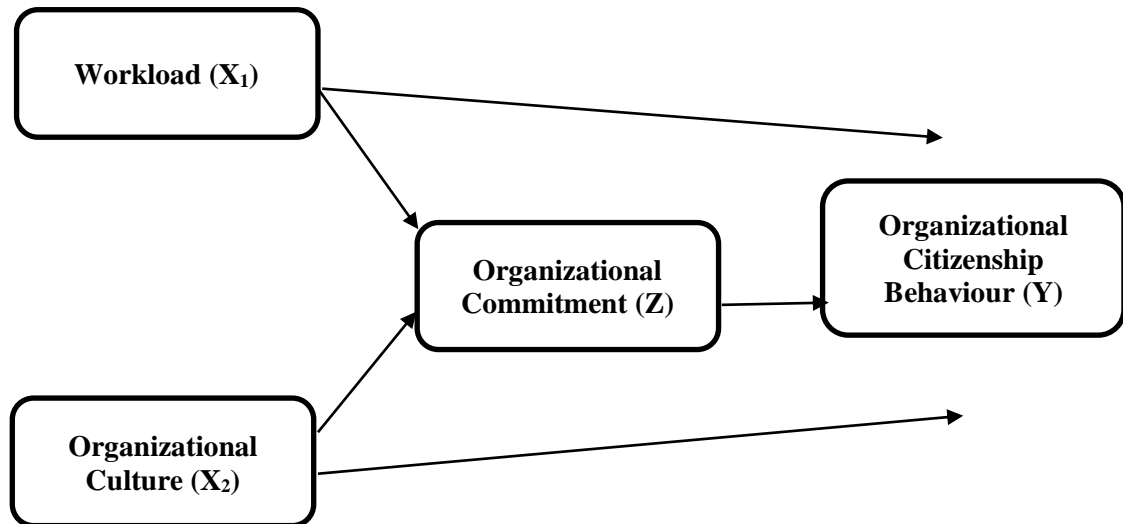


Figure 1. Conceptual Framework

Source: by researcher (2024)

Research Hypothesis

Hypothesis is a temporary conclusion obtained from the preparation of a framework of thought in the form of a deductive proposition, formulating a hypothesis means forming a proposition that is in accordance with its possibilities and level of truth (Situmorang, 2017). The hypotheses in research include the following:

- a. Workload directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.
- b. Organizational culture directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.
- c. Workload directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.
- d. Organizational culture directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.
- e. Organizational commitment directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.
- f. Workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.
- g. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

3. RESEARCH METHODOLOGY

Types and Methods of Research

This type of research is a causal associative research based on its level of explanation. Associative research is research that tests and describes a hypothesis on a relationship that includes two or more variables (Sugiyono, 2018). The research method in this study is a quantitative method, which is a research method used to study certain populations and samples by collecting data using research instruments to test predetermined hypotheses (Sugiyono, 2017). The analysis in this study uses path analysis to determine the direct and indirect influence between variables in a study.

Location and Time of Research

This research was conducted by PT. Capella Medan, Jln. Sisingamangaraja km 6.5, Harjosari sub-district, Medan Amplas district. The research was conducted from May 2024 - September 2024.

Population and Sample

The population in this study were all employees at PT. Capella Medan Daihatsu totaling 78 people. The number and division of employees are listed in the following table:

Table 1. Distribusi Divisi Karyawan PT. Daihatsu Capella Medan

No	Division	Number of Employees	Employee Status
1	Service advisor (SA)	5	Permanent employees
2	Leader	1	Permanent employees
3	Mechanic	35	Permanent employees
4	Part admin	1	Permanent employees
5	Wokrshop admin	2	Permanent employees
6	Sales	14	Permanent employees
7	Material admin	1	Permanent employees
8	Cashier	2	Permanent employees
9	Warehouse Part Officer	17	Permanent employees
Total		78	

Source: PT. Daihatsu Capella Medan (2024)

The sampling method uses the nonprobability sampling method with the census sampling technique. According to Sugiyono (2017), Census sampling is a sampling technique where all members of the population are sampled, research conducted on a population below 100 should be conducted by census, so that all members of the population are sampled as subjects studied or as respondents who provide information. So the sample in this study was 78 employees at PT. Daihatsu Capella Medan.

Data Collection Technique

Completeness of data will affect the quality of the analysis, therefore the data will have an impact on the accuracy of the decisions taken, (Situmorang, 2017). The method of data collection is carried out by:

1. Questionnaire, a questionnaire is a questionnaire that is structured to obtain accurate data in the form of direct responses from respondents.

Teknik Analisis Data

Data Analysis Techniques

Descriptive Statistical Analysis

According to Malhotra et al., (2017) descriptive analysis is conducted to determine and explain the characteristics of the variables to be studied. The characteristics of the variables to be studied come from each answer given by respondents from the questionnaire created by the researcher. These characteristics include the average (mean), standard deviation, maximum, minimum and others.

Inferential Statistical Analysis

This study uses the PLS-SEM analysis method. Hair et al., (2017), argues that SEM is a 2nd generation multivariate data analysis method. In the PLS (Partial Least Square) method, the analysis techniques used are as follows Hair et al., (2017):

1. Outer Model Analysis

Outer model analysis is conducted to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). In this model analysis, the relationship between latent variables and their indicators is specified. Outer model analysis can be seen from several indicators:

- a. Convergent Validity is an indicator that is assessed based on the correlation between item score/component score and construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The individual reflexive measure is said to be high if it correlates > 0.7 with the construct to be measured but the outer loading value between 0.5 - 0.6 is considered sufficient.
- b. Discriminant Validity is a measurement model with reflective indicators assessed based on crossloading measurements with constructs. If the correlation of the construct with the measurement item is greater than the size of other constructs, then it shows that their block size is better than other blocks. While according to another method to assess

discriminant validity is by comparing the squareroot of average variance extracted (AVE) value.

- c. *Composite reliability* is an indicator to measure a construct that can be seen in the latent variable coefficients view. To evaluate composite reliability there are two measuring instruments, namely internal consistency and Cronbach's alpha. In this measurement, if the value achieved is > 0.70 , it can be said that the construct has high reliability. Cronbach's Alpha is a reliability test that is carried out to strengthen the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value > 0.7 .

2. Inner Model Analysis

Inner model analysis is usually also called inner relation or structural model and substantive theory which describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated using R-square for dependent constructs, Stone-Geisser Q-square test for predictive relevance and t-test and significance of structural path parameter coefficients. Changes in R-square values can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Hair et al., 2017).

- a. Hypothesis Testing, in hypothesis testing, it can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using the statistical value, then for alpha 5%. So the criteria for accepting or rejecting the hypothesis are H_a is accepted and H_0 is rejected when the $t\text{-statistic} > t\text{-table}$. To reject or accept the hypothesis using probability, then H_a is accepted if the $p\text{ value} < 0.05$.

4. RESULTS AND DISCUSSION

1. Measurement Evaluation (Outer Model)

a. Validity Convergent

Table 2. Loading Factor

Variable	Statement	Outer Loading	Information
Workload (X ₁)	X1.1	0.930	Valid
	X1.2	0.840	Valid
	X1.3	0.894	Valid
	X1.4	0.854	Valid
	X1.5	0.881	Valid
	X1.6	0.890	Valid
	X1.7	0.870	Valid
	X1.8	0.860	Valid
Organizational Culture (X ₂)	X2.1	0.879	Valid
	X2.2	0.875	Valid
	X2.3	0.938	Valid

Variable	Statement	Outer Loading	Information
	X2.4	0.861	Valid
	X2.5	0.873	Valid
Organizational Commitment (Z)	Z.1	0.901	Valid
	Z.2	0.902	Valid
	Z.3	0.908	Valid
	Z.4	0.909	Valid
	Z.5	0.896	Valid
	Z.6	0.911	Valid
	Z.7	0.798	Valid
Organizational Citizenship Behaviour (Y)	Y.1	0.955	Valid
	Y.2	0.924	Valid
	Y.3	0.826	Valid
	Y.4	0.946	Valid
	Y.5	0.941	Valid
	Y.6	0.917	Valid
	Y.7	0.876	Valid
	Y.8	0.855	Valid

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that all statement constructs are said to be valid, because the outer loading value is > 0.5 .

b. Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs (the construct is unique). The table below shows the results of AVE (Average Variant Extracted).

Table 3. Test Results Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Workload	0.771
Organizational Culture	0.785
Organizational Commitment	0.792
Organizational Citizenship Behaviour	0,821

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.5. So it can be concluded that the variables or constructs used are valid.

c. Composite Reliability dan Cronbach's Alpha

Reliability testing in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha is used to measure the lower limit of the reliability value of a construct, while composite reliability is used to measure the actual value of the reliability of a construct. The rule of thumb used for the composite reliability value is > 0.7 and the Cronbach's alpha value is > 0.7 . The results of the reliability test of the two methods can be seen in the following table:

Table 4. Test Results Cronbach's Alpha & Composite Reliability

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Workload	0.957	0.964
Organizational Culture	0.932	0.948
Organizational Commitment	0.956	0.964
Organizational Citizenship Behaviour	0.932	0.948

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that each research variable has a cronbach's alpha value and composite reliability > 0.70. Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

2. Structural Model Evaluation (Inner Model)

Table 5. Test Results R-Square (R²)

Variabel	R Square (R ²)
Organizational Citizenship Behaviour	0.749
Organizational Commitment	0.379

Source: Smart-PLS processed data (2024)

Based on the table above, the R Square value for the organizational citizenship behavior variable is 0.749, this means that the percentage of the influence of workload, organizational culture, organizational commitment on organizational citizenship behavior is 74.9%, while the remaining 25.1% is explained by other variables not examined in this study. Furthermore, the R Square value for the organizational commitment variable is 0.379, this means that the percentage of the influence of workload, organizational culture on organizational commitment is 37.9%, while the remaining 62.1% can be explained by other variables not examined in this study.

3. Test Results Direct Effects

Table 6. Test Results Direct Effect

	Original Sample (O)	Sample Mean (M)	Standar Deviasation (STDEV)	T Statistic (O/STDEV)	P Values
Workload -> OCB	0.184	0.179	0.082	2.229	0.026
Workload -> Organizational commitment	0.340	0.350	0.113	3.000	0.003
Organisational Culture -> OCB	0.222	0.221	0.113	1.958	0.051
Organisational Culture -> Organizational commitment	0.437	0.442	0.116	3.771	0.000
Organizational commitment -> OCB	0.631	0.627	0.115	5.476	0.000

Source: Smart-PLS processed data (2024)

Based on the table above, the test results can be used to answer the hypothesis in this study. Hypothesis testing in this study by looking at the coefficient path (original sample), t-statistic value or p-value. With a significance of 5%, the hypothesis can be accepted if the t-statistic > t-table 1.66 (n-k = 78-5 = 73 at 0.5 / 5%) or the p-value < 0.05. The path coefficients

in table 6 show that all path coefficient values are positive (seen in T Statistic ($|O/STDEV|$), including:

- a. X1 to Y: T-Statistic value ($|O/STDEV|$) = 2.229 and P-Values = 0.026 < 0.05, meaning that workload directly has a positive and significant effect on organizational citizenship behavior.
- b. X1 to Z: T-Statistic value ($|O/STDEV|$) = 3.000 and P-Values = 0.003 < 0.05, meaning that workload directly has a positive and significant effect on organizational commitment.
- c. X2 to Y: T-Statistic value ($|O/STDEV|$) = 1.958 and P-Values = 0.051 > 0.05, meaning that organizational culture directly has not significant effect on organizational citizenship behavior.
- d. X2 to Z: T-Statistic value ($|O/STDEV|$) = 3.371 and P-Values = 0.002 < 0.05 means that organizational culture directly has a positive and significant effect on organizational commitment.
- e. Z to Y: T-Statistic value ($|O/STDEV|$) = 5.476 and P-Values = 0.000 < 0.05, meaning that organizational commitment has a direct positive and significant effect on organizational citizenship behavior.

4. Test Results Indirect Effects

Table 7. Test Results Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($ O/STDEV $)	P Values
Workload -> organizational commitment -> organizational citizenship behaviour	0.215	0.225	0.091	2.370	0.018
Organizational culture -> organizational commitment -> organizational citizenship behaviour	0.276	0.277	0.087	3.172	0.002

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a p-value of 0.018 < 0.05. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a p-value of 0.002 < 0.05.

5. Test Results Total Effects

Table 8. Test Results Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload -> OCB	0.398	0.404	0.122	3.277	0.001
Workload -> Organizational commitment	0.340	0.350	0.113	3.000	0.003
Organisational Culture -> OCB	0.498	0.499	0.130	3.817	0.000
Organisational Culture -> Organizational commitment	0.437	0.442	0.116	3.771	0.000
Organizational commitment -> OCB	0.631	0.627	0.115	5.476	0.000

Source: Smart-PLS processed data (2024)

Based on the table above, it can be synthesized that the total influence value in the table above is as follows:

- a. Total relationship effect, workload directly and indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a T-statistics value (O/STDEV) of 3.277 with p-values $0.001 < 0.05$
- b. Total relationship effect, organizational culture directly and indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a T-statistics value (O/STDEV) of 3.817 with p-values $0.000 < 0.05$.

The following is a picture of the path coefficient model of direct, indirect, and total influence in this study as follows:

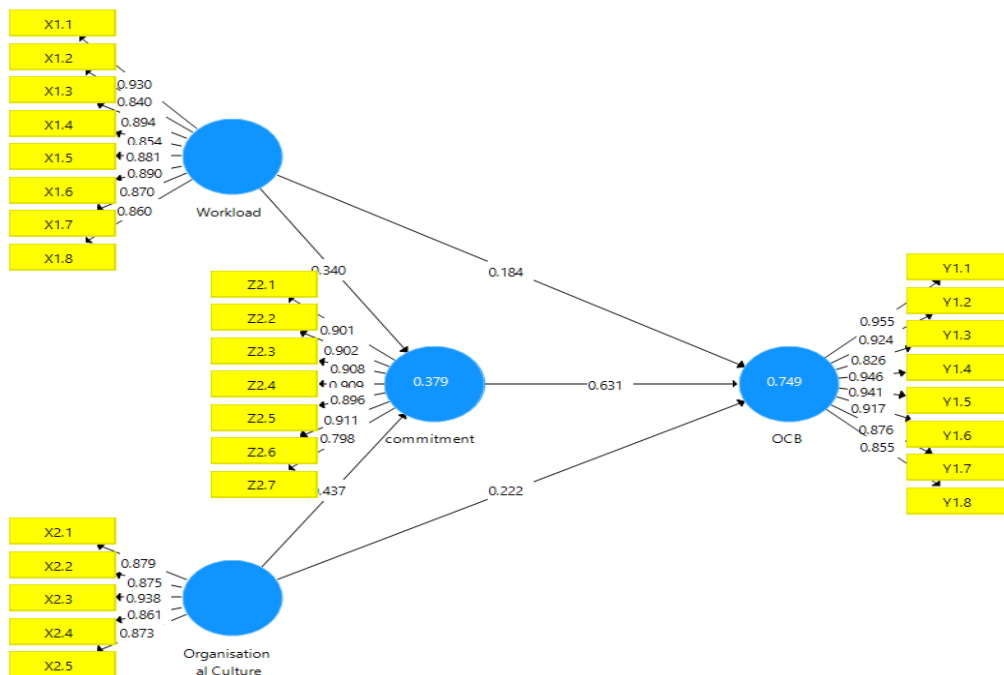


Figure 2. Path Coefficient Between Research Variables

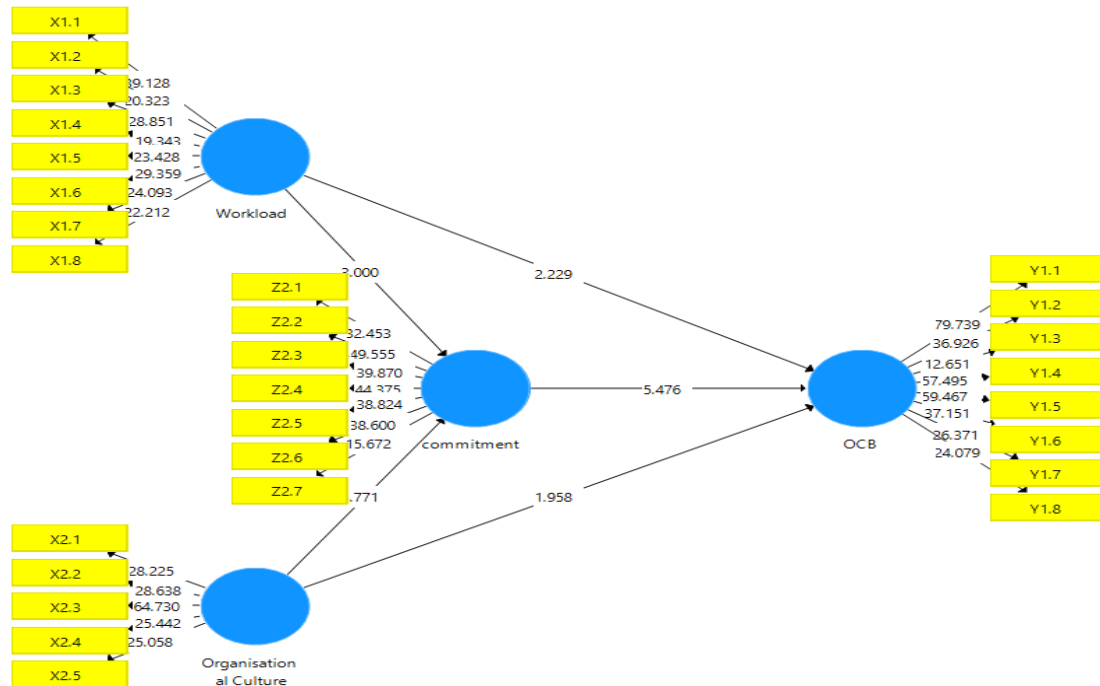


Figure 3. Path Coefficient Between Research Variables

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the analysis and discussion related to the influence of workload, organizational culture and communication on organizational citizenship behavior with organizational commitment as an intervening variable at PT. Daihatsu Capella Medan, several conclusions and suggestions can be drawn as follows:

- Workload directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.
- Organizational culture directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.
- Workload directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.
- Organizational culture directly has not significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.
- Organizational commitment directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

- f. Workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.
- g. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

Suggestion

Based on the conclusions above, the suggestions that can be given are as follows:

- a. Based on the statistical results on the workload variable, the first suggestion that can be given by the researcher is to improve time management and priorities, to reduce the workload, employees of PT. Daihatsu Capella Medan can focus on effective time management by setting priorities based on urgency and impact. Using techniques such as priority matrices or the Pomodoro method can help them handle tasks more efficiently, thereby reducing stress and increasing productivity.
- b. Based on the statistical results on the workload variable, the second suggestion that can be given by the researcher is optimal collaboration and division of tasks, encouraging open communication between team members and superiors is important to ensure that the workload is evenly distributed. holding regular discussions to evaluate and adjust tasks according to the capacity of each individual can help prevent the burden from piling up on just a few employees.
- c. Based on the statistical results on the organizational culture variable, the first suggestion that can be given by the researcher is to build open and collaborative communication, employees of PT. Daihatsu Capella Medan are encouraged to encourage open communication between teams, so that each member feels comfortable sharing ideas and input. With collaborative communication, they can support each other in achieving common goals and strengthening relationships between teams, increasing trust, and productivity.
- d. Based on the statistical results on the organizational culture variable, the second suggestion that can be given by the researcher is to uphold the values of integrity and professionalism, in strengthening organizational culture, employees need to instill the values of integrity and professionalism in every work activity. Prioritizing honesty, responsibility, and work quality not only creates an environment of mutual respect, but also improves the company's reputation in the eyes of customers and business partners.

- e. Based on the statistical results on the organizational commitment variable, the first suggestion that can be given by the researcher is to maintain consistency in achieving targets, PT. Daihatsu Capella Medan employees are expected to continue to be committed to the company's targets by maintaining consistent performance and discipline in every task. Following the work plan and monitoring progress periodically will help them stay focused on their goals, while showing dedication to the success of the organization.
- f. Based on the statistical results on the organizational commitment variable, the second suggestion that can be given by the researcher is to develop loyalty by being actively involved, increasing commitment can be achieved through active involvement in company activities, such as training programs, company events, or social activities. This involvement helps employees feel like an important part of the company, increases loyalty and motivation, which has a positive impact on the progress of PT. Daihatsu Capella Medan.
- g. Based on the statistical results on the organizational citizenship behavior variable, the first suggestion that can be given by the researcher is to encourage cooperation between teams, PT. Daihatsu Capella Medan employees should be active in establishing cooperation with colleagues from various divisions. By sharing knowledge and experience, they can increase synergy in work, which not only supports individual goals, but also strengthens collective commitment to the success of the organization.
- h. Based on the statistical results on the organizational citizenship behavior variable, the second suggestion that can be given by the researcher is to appreciate and recognize the contributions of coworkers, employees are advised to actively appreciate the contributions and efforts of coworkers, either through gratitude or formal recognition. This action not only creates a positive work environment, but also encourages higher organizational citizenship behavior, strengthening a sense of togetherness and support among team members.

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