

Original article

Organizational Commitment and Citizenship Behavior's Organizational to Mediate the Influence of Organizational Culture on the Performance of Sahid Group Hotel Employees in Solo Indonesia

Agus Solikhin¹, Boge Triatmanto², Bambang Supriadi³

¹ Sahid Tourism Institute Of Surakarta, Candidate Doctoral of Economics and Business Faculty, Merdeka University Malang
^{2,3} Economics and Business Faculty, Merdeka University Malang

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Abstract - The purpose of this study is to analyze the influence of organizational culture on organizational commitment, OCB, and employee performance of the Sahid Hotel Group in Surakarta City and to analyze the influence of organizational culture on employee performance when mediated by organizational commitment and OCB. The population of this study is the employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta, amounting to 291 employees with a sample size of 168 employees, and respondents were selected using a simple random sampling technique. The data analysis technique used was Structural Equation Modeling (SEM). The results showed that the employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City would have a good performance if the culture developed in the organization is good. Employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City will have organizational commitment if the culture developed in the organization is good. The application of organizational culture to employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City as a sharpening of values, beliefs, and attitudes can increase organizational citizenship behavior. The high attitudes and work results in terms of quantity achieved by employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City in carrying out their duties are influenced by organizational commitment. The high attitudes and work results in quantity achieved by employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City in carrying out their duties are influenced by organizational citizenship behavior. An organizational culture that is implemented through consistency contributes to affective commitment, and employees who have an affective commitment will improve

employee performance. The organizational culture that is implemented through consistency contributes to sportsmanship, and employees who have sportsmanship will improve employee performance.

Keywords - Organizational culture, Organizational commitment, OCB, and Employee performance

I. INTRODUCTION

The uniqueness of the city of Solo is really different from other cities. Solo City is one of the most unique and interesting cities to visit. Besides the city, which has many unique tourist attractions, it also has a lot of delicious culinary delights to be tasted from day tonight. So it's not surprising that this city is also nicknamed the City that never sleeps, every time, there are many culinary places that are open until the early hours of the morning, always crowded with visitors.

Various tourist attractions are an attraction for tourists to visit the city of Solo, so it needs to be balanced with a decent occupancy rate (hotel) for tourists. Apart from being a lodging facility for tourists, the hotel can also function as a forum to introduce the regional culture and help increase tourist visits to the city of Solo. The effort made is to maximize the agenda of arts and cultural events owned by the City of Solo.

The success and performance of the company can be seen from the performance that has been achieved by employees, and the company demands that employees be able to display optimal performance because the good or bad performance achieved by employees will affect the performance and success of the company as a whole (Yuniningsih, 2002: 18). Problems regarding performance are problems that will always be faced by management.



Therefore management needs to know the factors that affect employee performance. Factors that can affect the performance of these employees will make management can take the necessary policies so as to improve employee performance to match the company's expectations (Habibah, 2001:28).

This condition is experienced by the hospitality industry in Solo City, and management reminds employees to always provide service and comfort for visitors who are going on vacation to Solo City, especially those staying at hotels. In providing satisfaction for visitors, hotel management always improves the quality of superior human resources. The results of interviews and observations at the Sahid Hotel Group in Surakarta City, namely the Human Resources manager of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi, many routine activities are carried out in order to provide benefits to employees so that it will have a positive impact on the hotel. Employee Performance Achievement is an important thing to do to produce maximum performance in order to survive in the midst of business competition. Companies that are responsive to change will successfully face every threat and can take advantage of it as an opportunity for the company.

The increasingly tight competition in the hospitality business has spurred hotel management to try to find solutions so that the business continues to grow. For this reason, every hotel company is required to carry out several management improvement programs, cost savings without reducing service to customers so that they have a competitive edge. Service quality is very closely related to productivity which has a reference to Organizational Performance. To ensure the survival of the management organization is expected to have quality human resources because hotels are engaged in services that prioritize service quality.

Improved employee performance will be determined by how the organization is able to carry out innovations to face the demands of change and seek to develop policies that are in line with environmental changes. An organization must be able to formulate appropriate policies to cope with any changes that occur. These changes have an impact on changes in Organizational Culture which inevitably have to face a series of adaptations made to the diversity of demographic attributes such as; race, ethnicity, religion, gender, age, educational status, and so on.

Organizational culture is a perception shared by all members or systems of shared meaning. A system of shared meaning itself is a set of main characteristics adopted by a company (Robbins, 2013: 289). Luthans (2006:278) reveals that Organizational Culture is the norms and values that direct the behavior of organizational members. Schein (2009:27) reveals that Organizational Culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which have worked well enough to be considered correct, therefore, to be taught to new members as an effective way of learning. Right to see, think, and feel with the problems at hand.

Considering that organizational culture is an agreement with members in an organization or company, it will facilitate the birth of a broader agreement for individual interests. The primacy of Organizational Culture is the controller and direction in shaping human attitudes and behaviors that involve themselves in organizational activity. Rashid et al. (2003), Koesmono (2005), Brahmasari and Suprayetno (2008), Musriha (2013), Baan (2015) concluded that a well-developed and organized organizational culture in an organization will have an effect on improving employee performance. Different results are shown by Warsito (2008), Syauta et al. (2012), and Darsana (2013), concluding that organizational culture has no effect on employee performance.

The results of the study of the influence of Organizational Culture on Employee Performance show inconsistent results, or there is a research gap. The existence of a research gap on the influence of organizational culture on employee performance has sparked interest in re-examining it by adding mediating variables, namely organizational commitment and Organizational Citizenship Behavior (OCB).

Luthans (2006:249) reveals organizational commitment is an attitude that reflects employee loyalty to the organization and is a continuous process in which members of the organization express their concern for the organization, the success of the organization, and sustainable progress. Organizational commitment can be used to predict the professional activity and work behavior (Allen and Meyer: 1990). Organizational culture is able to contribute to employee performance if employees have a strong organizational commitment to the organization. This is corroborated by an empirical study conducted by Rashid et al. (2003), Jandeska and Kraimer (2005), Zain. et al. (2009) show that there is an influence between Organizational Culture and Organizational Commitment.

Organizational commitment is an important concern in many studies because it has a significant impact on work behavior, namely employee performance. Baron and Greenberg (2000: 191) state that commitment means a strong acceptance within the individual of the goals and values of the organization so that the individual will try and work and have a strong desire to stay in the company. Yiing and Ahmad (2009), Suali (2017), Mahmud (2020) concluded that Organizational Commitment has an influence on Employee Performance.

Related to OCB, Organ (1988: 120) reveals that OCB is a voluntary behavior of individuals (in this case, employees) that are not directly related to the reward system but contribute to organizational effectiveness. According to Robbins and Judge (2009:40), OCB is a preferred behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization. The personality basis for OCB characterizes employees who are cooperative, helpful, caring, and earnest.

An employee who has high OCB is influenced by Organizational Culture. Organizational culture is an important element in the company that determines the behavior of employees in the company. The company's success in implementing Organizational Culture among employees affects every positive action and behavior of employees, both in-role behavior and extra-role behavior. The results of a study on the influence of Organizational Culture on OCB conducted by Mohanty and Rath (2012), Puspita Rini et al. (2013), and Hayati (2020) stated that Organizational Culture has a significant positive relationship to OCB.

Employee Performance Improvement is determined by OCB. OCB is an organizational behavior that can make employees really feel involved as part of the organization and behave to work more than the job demands given by the company. The results of research by Sudarma (2011), Yusuf and Mardiana (2012), Lestari and Ghaby (2018) state that OCB has an effect on employee performance.

By looking at existing phenomena and previous empirical studies, ideally, Organizational Culture can increase organizational commitment and OCB, which has an impact on improving employee performance. This raises interest for researchers to raise the issue of how the performance of employees at the Sahid Hotel Group in Solo City by conducting a study of Organizational Culture with the mediation of Organizational Commitment and OCB.

II. THEORETICAL REVIEW

Performance

Performance is the result of work achieved by an employee as a whole, both in quality and quantity, in carrying out in accordance with their respective duties and responsibilities (Mangkunegara, 2009: 67). Employee performance is the result of work achieved by a person in the organization in accordance with their respective responsibilities in order to achieve organizational goals properly and correctly, not violating the agreed ethics and rules (Prawirosentono, 2009: 2). performance is the result of the work done by a person as a whole in a certain period to achieve the targets set by the organization in order to improve the quality and standards that have been mutually agreed upon in the organization (Mangkuprawira, 2007: 153).

According to (Robbins 2006: 260), three criteria can be used to measure performance: 1) Quality of work is the quality that must be produced in work; 2) The quantity of work is the amount that must be completed and achieved in work; 3) Attitude is an evaluative statement that is pleasant or unpleasant towards objects, individuals and events. Employee performance, according to Luthans, 2005: 165), is the quantity or quality of the product or service provided by someone who does the work (quantity or quality of the resulting product or service provided by a person doing the work). Employee performance is the completion of tasks that accompany one's work.

Indicators are: 1) quantity of work; 2) quality of work; 3) work attitude.

A. Organizational culture

Organizational culture is a perception shared by all members or systems of a common meaning. A shared meaning system itself is a set of main characteristics adhered to by a company (Robbins, 2006: 289). Organizational culture is a way of thinking or a tradition adopted by all company members, and new members must learn or at least accept it in order to be accepted as part of the organization (Luthans, 2006: 278). Culture is the basic assumptions and beliefs of an organization (Schein, 2009: 27-29). Assumptions and beliefs concerning the group's view of the world and position, the nature of the scope, human nature, and human relationships.

Robbins (2006: 311) reveals that there are seven main elements or characteristics of organizational culture in the company, namely: 1) Innovation and risk-taking, namely: the extent to which employees are encouraged to be innovative and take risks. 2) Attention to detail, namely: the extent to which employees are expected to pay attention to process, analytics, and attention to detail. 3) Result orientation, namely: the extent to which management is oriented towards the results, not the techniques and processes used to achieve these results. 4) People orientation, namely: the extent to which management decisions take into account the effect of the results on people in the company. 5) Team orientation, namely: the extent to which work activities within the company are coordinated in teams, not individual work activities. 6) Aggressiveness, namely: the extent to which the members of the company and the ability to compete, not relax. 7) Capability, namely: the extent to which the company's activities emphasize maintaining the status quo as a contrast to growth. Denison and Mirsha (1995) revealed that there are main elements of organizational culture in the company, namely: involvement (Involvement), consistency (consistency), adaptation (Adaptation), and mission (Mission). According to Robbins (2006: 312), organizational culture is an organization as a system of shared meaning held by members, which distinguishes the organization from other organizations (a system of shared meaning held by members, distinguishing the organization from other organizations). Organizational culture is a system of meanings, values, and beliefs that are shared in an organization. Organizational culture is assessed using indicators adopted from Denison and Mirsha (1995), namely: 1) involvement (Involvement); 2) consistency (consistency); 3) adaptation (Adaptation); 4) mission (Mission)

B. Organizational Citizenship Behavior

According to Organ (2006: 120), Organizational Citizenship Behavior is behavior that is an individual choice and initiative, not related to the formal reward system of the organization but in aggregate to increase organizational effectiveness. This means that the behavior is not included in

the job requirements or job descriptions of employees so that if it is not displayed, there will not be a penalty.

According to Luthans (2006: 251), Organizational Citizenship Behavior (OCB), or organizational citizenship, is very well known in organizational behavior when it was first introduced about 20 years ago based on the theory of disposition/personality and work attitudes. The personality basis for OCB reflects the predisposing traits of employees who are cooperative, helpful, caring, and sincere. Meanwhile, the basic attitude indicates that employees are involved in OCB to retaliate against organizational actions.

Robbins & Judge (2008) states that organizational citizenship behavior (OCB) is a chosen behavior that is not part of the formal work obligations of employees but supports the organization to function effectively. Furthermore, Robbins & Judge (2008) revealed that examples of good OCB behavior are helping other individuals in the team, volunteering to do extra work, avoiding unauthorized conflicts, respecting and obeying the rules, and tolerating disturbances that sometimes occur at work.

Organ and Konovsky (1989: 298), OCB is built from five dimensions, each of which is unique, namely: Altruism, the willingness to help colleagues in completing work in difficult situations. Civic virtue concerning the support of workers for administrative functions in the organization. Conscientiousness describes workers who carry out their duties and responsibilities more than expected. Courtesy, someone's behavior in helping solve problems faced by work friends. Sportsmanship describes workers who emphasize more on seeing positive aspects than negative aspects (positive thinking) of the organization. OCB, according to Organ and Konovsky (1989: 298), is OCB is the behavior of individuals who have the freedom to choose, which is indirectly or explicitly related to the reward system and contributes to the effectiveness and efficiency of organizational functions (as the behavior of individuals who have the freedom to choose, which do not directly or explicitly associate with the reward system and contribute to the effectiveness and efficiency of the functioning of the organization). OCB is the behavior of subordinates who work more than work. The indicators are: 1) Altruism; 2) Civic virtue; 3) Conscientiousness; 4) Courtesy; 5) Sportsmanship.

III. HYPOTHESES DEVELOPMENT

Organizational culture is an agreement with members in an organization or company so as to facilitate the birth of a broader agreement for the benefit of individuals and organizations. The virtue of Organizational Culture is the controller, direction in shaping human attitudes and behaviors that involve themselves in an organizational activity (Robbins: 2013). Research conducted by Rashid et al. (2003), Koesmono (2005), Brahmāsari and Suprayetno (2008), Musriha (2013), Baan (2015) show the same research results, namely Organizational Culture has an effect on

Employee Performance. Based on the conception and results of empirical studies from previous researchers, the hypotheses of this study are as follows:

H1 Organizational culture has a significant effect on employee performance.

Employees who are committed to having a psychological relationship mean that employees feel happy and proud to work for or become members of the organization. The linkage or attachment has three forms of norms, values, and organizational rules, identifying itself with the organization and internalizing norms, values, and regulations (Baron and Greenberg, 2000: 191). This is corroborated by research conducted by Rashid et al. (2003), Jandeska and Kraimer (2005), Zain. et al. (2009) showed the results of research that organizational culture has an effect on organizational commitment. Based on the conception and results of empirical studies from previous researchers, the hypotheses of this study are as follows:

H2 Organizational culture has a significant effect on organizational commitment.

Employees who have high OCB are influenced by Organizational Culture. Organizational culture is an important element in the company that determines the behavior of employees in the company. The company's success in implementing Organizational Culture on employees affects every positive action and behavior of employees, both in-role behavior or extra-role behavior. Research conducted by Mohanty and Rath (2012), Rini et al. (2013), and Hayati (2020) shows that Organizational Culture has an effect on OCB. Based on the conception and results of empirical studies from previous researchers, the hypotheses of this study are as follows:

H3 Organizational culture has a significant effect on OCB.

High organizational commitment results in work performance, low absenteeism, and low employee turnover. Employees who are highly committed have high productivity (Luthans, 2006:124). Conversely, employees who have low commitment have a negative impact, and the organization has difficulty if employee commitment is low. Employees with low commitment do not give their best to the organization and easily leave the organization. Research conducted by Yiing and Ahmad (2009), Suali (2017), Mahmud (2020) shows that organizational commitment has a significant effect on employee performance. Based on the conception and results of empirical studies from previous researchers, the hypotheses of this study are as follows:

H4 Organizational commitment has a significant effect on employee performance.

OCB is an organizational behavior that can make employees really feel involved as part of the organization and behave to work more than the job demands given by the

company. Therefore, OCB is known to improve the effectiveness, efficiency, and performance of an organization (Podsakoff, MacKenzie, Paine, & Bachrah, 2000). The results of research conducted by Sudarma (2011), Yusuf and Mardiana (2012), Lestari and Ghaby (2018) show the results of research that OCB has an effect on employee performance. Based on the conception and results of empirical studies from previous researchers, the hypotheses of this study are as follows:

H5 OCB has a significant effect on employee performance.

Testing the Influence of Organizational Culture on Employee Performance through Organizational Commitment, based on the results of previous empirical studies on the influence of Organizational Culture on Organizational Commitment conducted by Rashid et al. (2003), Jandeska, and Kraimer (2005), Zain. et al. (2009) and the effect of Organizational Commitment on Employee Performance conducted by Yiing and Ahmad (2009), Suali (2017), Mahmud (2020). Based on the results of empirical studies from previous researchers, the hypothesis of this study is as follows:

H6 Organizational culture has a significant effect on employee performance through organizational commitment.

Testing the Influence of Organizational Culture on Employee Performance through OCB, based on the results of previous empirical studies on the influence of Organizational Culture on OCB conducted by Mohanty and Rath (2012), Puspita Rini et al. (2013), and Hayati (2020) and the influence of OCB on Employee Performance conducted by Sudarma (2011), Yusuf and Mardiana (2012), Lestari and Ghaby (2018). Based on the results of empirical studies from previous researchers, the hypothesis of this study is as follows:

H7 Organizational culture has a significant effect on employee performance through OCB.

IV. RESEARCH METHODS

A. Population and Research Sample

The population of this research is the employees of Sahid Jaya Hotel, Sahid Kusuma Hotel, and Sahid Griyadi Hotel in Surakarta City, totaling 291 employees, with a population size of 291 people and an inaccuracy leeway level of 5%, the sample size is 168 employees, then the respondents were selected using a simple technique. Random sampling is a probability sampling technique where each respondent has a known, and equal probability of being selected, while the selection of respondents is done by lottery, the name of each employee is entered in a container, and then a lottery is drawn at each location.

B. Operational Definition Variables

The operational definition of variables is an element of research that tells how to measure a variable that contains indicators allowing researchers to collect the relevant data for these variables. The operational definition of variables and indicator variables are presented in Table 1 below:

Table 1. Variable, Indicator, dan Item

No	Variable	Indicator	Item
1	Organizational culture	<i>Involvement</i>	Leaders provide freedom to innovate in carrying out work Completing the work is done in groups.
		<i>consistency</i>	Carrying out a job requires a set of measures. Able to achieve the same understanding in solving work problems
		<i>Adaptation</i>	Able to follow the development of science and technology Able to pay attention to customer satisfaction
		Mission	The leader has a clear plan regarding organizational goals There is a clear mission that provides meaning and direction to work
2	Organizational Commitment	<i>Affective commitment</i>	Proud to be part of the company. Feeling of owning the company.
		<i>Continuance commitment</i>	The company provides inspiration for a career. The company is the best place to work.
		<i>Normative commitment</i>	Have an obligation to advance the company. Feeling guilty if the work is not in accordance with the targets that have been set.
3	Organizational Citizenship Behavior	<i>Altruism</i>	Help colleagues voluntarily. Help a friend if you need help.
		<i>Civic virtue</i>	Willing to provide maximum service. Maintain company reputation.
		<i>Conscientio</i>	Willing to work

		<i>usness</i>	overtime. Arrive early, do work on schedule.
		<i>Courtesy</i>	Do not hesitate to give explanations related to assignments to colleagues. Help organize togetherness.
		<i>Sportsmans hip</i>	Refrain from complaining. Have the will to tolerate without complaining.
4	Employee performance	<i>Quantity of work</i>	Carry out tasks in accordance with the specified targets Completing work needs to be adjusted to the work schedule
		<i>Work quality</i>	Complete the task faster than the specified time Complete tasks in accordance with the job description
		<i>Work attitude</i>	Pouring the creativity that is owned at work Spirit at work

Studied through the responses of respondents used a Likert Scale. The Likert scale is used to measure attitudes, opinions, perceptions of a person or group of people about social phenomena. The answer to each instrument item using a Likert Scale with a score of 1 (strongly disagree) to 5 (strongly agree).

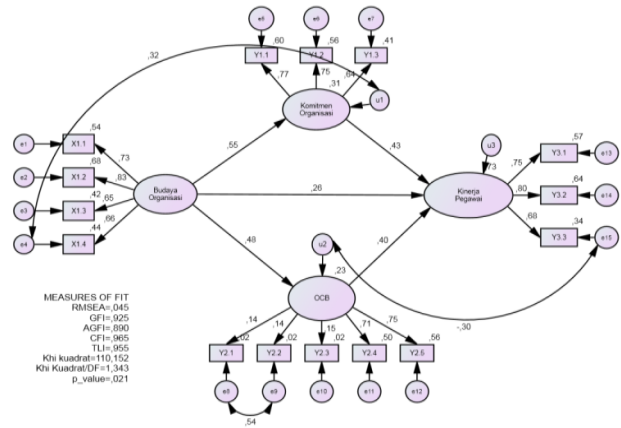
B. Data analysis

The analysis technique in this research is Structural Equation Modeling (SEM). A three-step analysis was performed to process the data. The first analysis is testing the suitability of the model through a study of various goodness of fit criteria. The second stage is to test the direct influence hypothesis, and the third stage is to test the mediation, which is tested by comparing the total effect with the direct effect. If the total effect is greater than the direct effect, then the hypothesis is accepted so that the variables of Organizational Commitment and OCB are the variables that mediate the influence of Organizational Culture on Employee Performance.

V. RESULTS

A. Results of Goodness Analysis of Fit SEM

The theoretical model in the conceptual framework of the research is said to be fit if it is supported by empirical data. The results of the goodness of fit overall model test are given in the figure and table below.



The results of the model test presented in Figure 1 are evaluated based on the criteria for the goodness of fit indices in Table 2 below

Table 2. Evaluation Criteria for Goodness of Fit Indices Overall Model SEM

Criteria	Cut-off value	Model Results	evidence
KhiKuadrat	Kecil	110.152	Marginal Model
p-value	≥ 0.05	0.021	
CMIN/DF	≤ 2.00	1.343	Good Model
GFI	≥ 0.90	0.925	Good Model
AGFI	≥ 0.90	0.890	Good Model
TLI	≥ 0.95	0.955	Good Model
CFI	≥ 0.95	0.965	Good Model
RMSEA	≤ 0.08	0.045	Good Model

The model evaluation shows that not all model criteria are good. Although the AGFI value is still below the cut-off value, this value is not far from the cut-off value. According to Arbuckle and Wothke (1999: 617), the best criteria used as an indication of the goodness of the model are the CMIN/DF value which is less than 2, and the RMSEA, which is below 0.08, therefore the model can be categorized as suitable and feasible to use, so it can be done. Interpretation for further discussion.

B. Hypothesis Testing Results

Structural Equation Model (SEM) analysis using AMOS 6.0 was used to test the hypothesis proposed by the researcher. As a basis for testing the hypothesis, the Critical ratio (Cr) from the output regression Weight is used. The research hypothesis will be accepted if the p value < of a significance of 5%, then the null hypothesis is rejected. The results of hypothesis testing are presented in Table 3 below:

Table 3. Results of Regression Weight Analysis

Variable			Path Coefficient	C.R	P
Employee Performance	<--	Organizational culture	0,264	2,509	0,012
Organizational Commitment	<--	Organizational culture	0,553	5,812	0,000
OCB	<--	Organizational culture	0,483	4,275	0,000
Employee Performance	<--	Organizational Commitment	0,425	3,960	0,000
Employee Performance	<--	OCB	0,399	3,484	0,000

Hypothesis 1. Organizational culture affects employee performance

The influence of organizational culture on organizational commitment resulted in a Cr value of 2.509 with a p-value of 0.012. Because the p-value is smaller than statistically significant at = 5%, so the hypothesis that organizational culture affects employee performance is acceptable, these results indicate that the better the organizational culture, the higher the employee performance.

Hypothesis 2. Organizational culture affects organizational commitment

The influence of organizational culture on organizational commitment resulted in a Cr value of 5.812 with a p-value of 0.000. Because the p-value is smaller than statistically significant at = 5%, so the hypothesis that organizational culture affects organizational commitment is acceptable, these results indicate that the better the organizational culture, the higher the organizational commitment.

Hypothesis 3. Organizational culture has an effect on OCB.

The influence of organizational culture on OCB produces a Cr value of 4.275 with a p-value of 0.000. Because the p-value is smaller than statistically significant at = 5%, so the hypothesis which states that organizational culture affects OCB is acceptable; these results indicate that the better the organizational culture, the higher the OCB.

Hypothesis 4. Organizational commitment has an effect on employee performance.

The effect of organizational commitment on employee performance resulted in a Cr value of 3.960 with a p-value of 0.000. Because the p-value is smaller than statistically significant at = 5%, so the hypothesis that organizational

commitment affects employee performance is acceptable, these results indicate that the better the organizational commitment, the higher the employee performance.

Hypothesis 5. OCB has an effect on employee performance.

The effect of OCB on employee performance resulted in a Cr value of 3.484 with a p-value of 0.000. Because the p-value is smaller than statistically significant at = 5%, so the hypothesis which states that OCB has a positive effect on employee performance is acceptable; these results indicate that the better the OCB, the higher the employee performance.

Indirect effect testing is used from several results of direct influence testing. Completely the results of the direct influence test are presented in Table 4 below:

Table 4. Results of Indirect Effect Hypothesis Testing

Effect Between Variables	Direct Influence	Indirect Influence		Total Influence	
		Through Y1	Through Y2	Through Y1	Through Y2
X ₁ to Y ₁	0,553	-	-	0,553	
X ₁ to Y ₂	0,483	-	-	0,483	
X ₁ to Y ₃	0,264	0,553x 0,425= 0,235	0,483x 0,399= 0,193	0,499	0,457
Y ₁ to Y ₃	0,425	-	-	0,425	
Y ₂ to Y ₃	0,399	-	-	0,399	

Hypothesis 6. Organizational culture affects employee performance through organizational commitment

Based on Table 3, it can be explained that the indirect effect of organizational culture on employee performance through organizational commitment has a total coefficient value of 0.499 and is greater than the direct influence of organizational culture on employee performance of 0.264. These results indicate that the organizational commitment variable can mediate the influence of organizational culture on employee performance.

Hypothesis 7. Organizational culture affects employee performance through OCB

The indirect effect of organizational culture on employee performance through OCB has a total coefficient value of 0.457 and is greater than the direct influence of organizational culture on employee performance of 0.264. These results indicate that the OCB variable can mediate the influence of organizational culture on employee performance.

VI. DISCUSSION

A. *Organizational culture affects employee performance*

These results can be explained that employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi located in Solo City will have good performance if the culture developed in the organization is good. The success and performance of the company can be seen from the performance that has been achieved by employees, and this is because an employee who is in the organization tries to determine and form something that can accommodate the interests of all parties in order to carry out activities.

Activities carried out by employees are measured by employee performance through the quantity of work, such as carrying out tasks according to specified targets and completing work that needs to be adjusted to work standards. Quality of work such as completing tasks faster than the specified time and completing tasks in accordance with job descriptions and work attitudes such as pouring creativity into work and always being enthusiastic about work.

Improved employee performance through work quantity, work quality and work attitude due to the role of organizational culture that is carried out well, such as involvement which is applied to the freedom to innovate in carrying out work and completing work carried out in groups/teams. The existence of consistency, such as carrying out work, requires a clear set of values and rules and is able to achieve the same understanding in solving work problems. Employees who are able to adapt such as updating and being able to follow the development of science and technology and are able to pay attention to customer satisfaction and the existence of a mission such as having a clear plan regarding organizational goals and having a clear mission that provides meaning and direction in work.

Consistency is the strongest indicator as forming organizational culture, and quantity is the strongest indicator of forming employee performance. These results can be explained that a well-developed organizational culture through consistency such as carrying out work requires a clear set of values and rules, and being able to achieve the same understanding in solving work problems can contribute to improving employee performance through the quantity of work such as carrying out tasks according to the targets set. Determined and completing the work needs to be adjusted to work standards. The results of this study support the research conducted by Rashid et al. (2003), Koesmono (2005), Brahmasari and Suprayetno (2008), Musriha (2013), Baan (2015) concluded that a well-developed and orderly organizational culture in the organization would have an effect on improving employee performance.

B. *Organizational culture has an effect on organizational commitment.*

Organizational culture has an effect on organizational commitment. These results can be explained that employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi located in Solo City will have organizational commitment if the culture developed in the organization is good.

Organizational commitment is an attitude that reflects employee loyalty to the organization, is an ongoing process in which members of the organization express concern for the organization, the success of the organization, and continuous progress and organizational commitment can be used to predict professional activities and work behavior. Knowing and understanding organizational commitment can be used as a basis for predicting work behavior that will be shown by individuals.

The attitude of employee loyalty to the organization is a reflection of organizational commitment, such as affective commitment, which is applied to being proud to be part of the company and feeling belonging to the company. Continuance commitment, such as the company providing inspiration for a career and the company the best place to work, as well as normative commitment, such as having an obligation to advance the company and feeling guilty if the work does not match the set targets. Affective commitment is the strongest as a form of organizational commitment, so it can be explained that a well-developed organizational culture through consistency such as carrying out work requires a clear set of values and rules and being able to achieve the same understanding in solving work problems can contribute to increasing affective commitment which is applied to proud to be part of the company and feel like owning the company

The results of this study are in accordance with the empirical study conducted by Rashid et al. (2003), Jandeska and Kraimer (2005), Zain. et al. (2009) found evidence that there is an influence between organizational culture and employee commitment. This means that a well-developed and orderly organizational culture in the organization will affect organizational commitment.

C. *Organizational culture affects organizational citizenship behavior*

Based on the results of hypothesis testing proves that organizational culture has an effect on organizational citizenship behavior. The application of organizational culture to employees of Sahid Jaya Hotel, Sahid Kusuma Hotel, and Sahid Griyadi Hotel in Solo City as a sharpening of values, beliefs, and attitudes that must be implemented inconsistency such as carrying out work requires a clear set of values and rules and is able to achieve the same understanding in solving work problems contribute to organizational citizenship behavior such as altruism which is applied to helping colleagues voluntarily and helping friends if they need help. Civic virtue is like being willing to provide maximum service and maintain the company's reputation.

Conscientiousness is like being willing to work overtime and always arriving early so that the work is done according to schedule. Courtesy does not hesitate to give explanations related to tasks to colleagues and always helps organize togetherness. Sportsmanship is like refraining from complaining and having the will to tolerate without complaining.

Sportsmanship is the strongest form of OCB, so it can be explained that a well-developed organizational culture through consistency such as carrying out work requires a clear set of values and rules, and being able to achieve the same understanding in solving work problems can contribute to improving OCB such as refraining from complaining. And have the will to tolerate without complaining. These results are in line with the results of research conducted by Mohanty and Rath (2012), Puspita Rini et al. (2013), and Hayati (2020), which state that organizational culture has a significant positive relationship with OCB.

D. Organizational commitment affects employee performance

Organizational commitment can be used to predict professional activities and work behavior because organizational commitment is a person's positive attitude towards the organization. This attitude will encourage a person to behave positively, be disciplined at work, comply with organizational policies and regulations, establish good relations with colleagues, and improve work performance. Thus, knowing and understanding organizational commitment can be used as a basis for predicting work behavior that will be shown by individuals.

This study can be interpreted that the high attitude and work results in quantity achieved by employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Surakarta City in carrying out their duties are influenced by organizational commitment. Employees who have an affective commitment that is applied to being proud to be part of the company and feel that the company contributes to employee performance through the quantity of work such as carrying out tasks according to the specified target and completing work needs to be adjusted to work standards.

Baron and Greenberg (2000: 191) state that commitment means a strong acceptance within the individual of the goals and values of the organization so that the individual will try and work and have a strong desire to stay in the company. Yining and Ahmad (2009), Suali (2017), Mahmud (2020) concluded that organizational commitment has an influence on employee performance.

D. Organizational citizenship behavior affects employee performance

This study can be interpreted that the high attitudes and work results in terms of quantity of work such as carrying out tasks according to the specified target and completing the work need to be adjusted to the work standards determined

by the employees of the Sahid Jaya Hotel, SahidKusuma Hotel, and SahidGriyadi Hotel in Surakarta City. by organizational citizenship behavior such as sportsmanship such as refraining from complaining and having the will to tolerate without complaining.

In this condition, employee performance will increase if the manager has extra individual behavior, which is not directly or explicitly recognized in a formal work system, and which, in aggregate, is able to increase the effectiveness of organizational functions. The role of organizational citizenship behavior in improving performance is applied to sportsmanship in particular, such as refraining from complaining and having the will to tolerate without complaining. The results of this study support studies conducted by Sudarma (2011), Yusuf and Mardiana (2012), Lestari and Ghaby (2018), which state that OCB has an effect on employee performance.

F. Organizational culture has a positive effect on employee performance through organizational commitment

These results can be explained that an organizational culture that is developed by values, beliefs, and attitudes that is implemented through consistency, such as carrying out a job, requires a clear set of values and rules and is able to achieve the same understanding in solving work problems, contributing to affective commitment which is applied to being proud to be part of the organization. Company and feel like they belong to the company. Employees who have an affective commitment will improve employee performance as indicated by the quantity of work, such as carrying out tasks according to the specified targets and completing work that needs to be adjusted to work standards.

The results of this study support the development of previous research conducted by Rashid et al. (2003), Jandeska and Kraimer (2005), Zain. et al. (2009) found evidence that there is an influence between organizational culture and employee commitment. Yining and Ahmad (2009), Suali (2017), Mahmud (2020) concluded that organizational commitment has an influence on employee performance.

G. Organizational culture has a positive effect on employee performance through organizational citizenship behavior

The organizational culture that is developed values, beliefs, and attitudes that are implemented inconsistency such as carrying out work requires a clear set of values and rules and is able to achieve the same understanding in solving work problems that contribute to organizational citizenship behavior, namely sportsmanship in particular such as refraining from complaining and having the willingness to tolerate without complaining.

When employees have the attitude of refraining from complaining and have the willingness to tolerate without complaining, it has an impact on improving employee

performance as indicated by the quantity of work such as carrying out tasks according to the specified target and completing work that needs to be adjusted to work standards. The results of this study support the development of previous research conducted by Mohanty and Rath (2012), Rini et al. (2013), and Hayati (2020), stating that organizational culture has a significant positive relationship to organizational citizenship behavior and a study conducted by Sudarma (2011). Yusuf and Mardiana (2012), Lestari and Ghaby (2018) state that OCB has an effect on employee performance.

VII. CONCLUSION

Based on the discussion that has been explained, it is hoped that hotel management can take into account that employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Solo City will have good performance if the culture developed in the organization is good. Employees will have organizational commitment if the culture developed in the organization is good. The application of organizational culture to employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi located in Solo City as a sharpening of values, beliefs, and attitudes able to improve organizational citizenship behavior. The high attitude and work results in quantity achieved by employees of Hotel Sahid Jaya, Hotel Sahid Kusuma, and Hotel Sahid Griyadi in Solo City in carrying out their duties are influenced by organizational commitment and organizational citizenship behavior. An organizational culture that is implemented through consistency contributes to affective commitment, and employees who have affective commitment will improve employee performance. An organizational culture that is implemented through consistency contributes to sportsmanship, and employees who have sportsmanship will improve employee performance.

For the leaders of Sahid Jaya Hotels, Sahid Kusuma Hotels, and Sahid Griyadi Hotels, it is necessary to create adaptations by updating, following the development of science and technology, and being able to pay attention to customer satisfaction. Leaders need to create a normative commitment such as an obligation to advance the company and feel guilty if the work does not match the set targets. Leaders apply courtesy such as not reluctant to give explanations related to tasks to colleagues and always help organize togetherness, and leaders pay attention to work attitudes shown by expressing creativity in work and always being enthusiastic about work.

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