


PREDICTORS OF ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE CHEMICAL MANUFACTURING INDUSTRY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 01 September 2023</p> <p>Accepted 08 December 2023</p>	<p>Purpose: The purpose of this research is to determine the effect of predictors of organizational commitment which consist of job satisfaction, perceived organizational support and organizational culture as well as their impact on organizational citizenship behavior in the chemical manufacturing industry sector in Indonesia.</p> <p>Design/Methodology/Approach: The research uses a quantitative approach through survey methods and data analysis methods using SEM PLS. The population in this study were employees at seven chemical manufacturing factories in Cilegon City, which is the largest chemical manufacturing cluster area in Indonesia. The number of samples analyzed was 223 employees who worked in middle management positions. The research results show that of the 43 indicators used to measure each latent variable, there are 3 indicators of organizational culture variables that are invalid. Meanwhile, for reliability, everything is included in the reliable criteria.</p> <p>Findings: The goodness of fitness index test results show that the model has a good GoF index. The magnitude of the influence of job satisfaction, perceived organizational support and organizational culture on organizational commitment is 88.10%, while the influence of job satisfaction, perceived organizational support, organizational culture and organizational commitment on organizational citizenship behavior is 93.6%. Of the seven direct hypotheses tested, it was found that all hypotheses were accepted, while of the three indirect hypotheses, one hypothesis was rejected, namely the mediating influence of organizational commitment in mediating organizational culture on OCB.</p> <p>Research, Practical & Social Implications: In further research, in order to conduct a broader research with other objects. The research is expected to be used for all companies.</p> <p>Originality/Value: This research contributes to improving human resource management in the chemical manufacturing sector so that it can increase OCB through increasing the predictor variables tested in the research, including job satisfaction, organizational support, organizational culture and organizational commitment.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i12.3812</p>
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PREDITORES DO COMPROMISSO ORGANIZACIONAL E SEU IMPACTO NO COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL NA INDÚSTRIA DE FABRICAÇÃO DE PRODUTOS QUÍMICOS

RESUMO

Propósito: O objetivo desta pesquisa é determinar o efeito de preditores de compromisso organizacional que consistem em satisfação com o trabalho, suporte organizacional percebido e cultura organizacional, bem como seu impacto no comportamento de cidadania organizacional no setor da indústria química manufatureira na Indonésia.

Design/Metodologia/Abordagem: A pesquisa utiliza uma abordagem quantitativa através de métodos de pesquisa e métodos de análise de dados usando SEM PLS. A população deste estudo era de funcionários de sete fábricas de produtos químicos em Cilegon City, que é a maior área de produção química na Indonésia. O número de amostras analisadas foi de 223 funcionários que ocuparam cargos médios de direção. Os resultados da pesquisa mostram que dos 43 indicadores utilizados para medir cada variável latente, há 3 indicadores de variáveis de cultura organizacional que são inválidos. Enquanto isso, por confiabilidade, tudo está incluído nos critérios confiáveis.

Constatações: Os resultados do teste de índice de aptidão mostram que o modelo tem um bom índice GoF. A magnitude da influência da satisfação no trabalho, do suporte organizacional percebido e da cultura organizacional no comprometimento organizacional é de 88,10%, enquanto a influência da satisfação no trabalho, do suporte organizacional percebido, da cultura organizacional e do compromisso organizacional no comportamento da cidadania organizacional é de 93,6%. Das sete hipóteses diretas testadas, verificou-se que todas as hipóteses foram aceitas, enquanto das três hipóteses indiretas, uma hipótese foi rejeitada, ou seja, a influência mediadora do compromisso organizacional na mediação da cultura organizacional na OCB.

Pesquisa, Implicações Práticas & Sociais: Em pesquisas posteriores, a fim de realizar uma pesquisa mais ampla com outros objetos. A pesquisa deverá ser usada para todas as empresas.

Originalidade/Valor: Esta pesquisa contribui para melhorar a gestão de recursos humanos no setor de fabricação de produtos químicos para que possa aumentar o OCB através do aumento das variáveis preditoras testadas na pesquisa, incluindo satisfação no trabalho, apoio organizacional, cultura organizacional e compromisso organizacional.

Palavras-chave: Satisfação no Trabalho, Organizacional, Cultura, Compromisso, Cidadania, Comportamento.

PREDICTORES DEL COMPROMISO DE LA ORGANIZACIÓN Y SU IMPACTO EN EL COMPORTAMIENTO DE LA CIUDADANÍA ORGANIZACIONAL EN LA INDUSTRIA FABRICANTE DE PRODUCTOS QUÍMICOS

RESUMEN

Propósito: El objetivo de esta investigación es determinar el efecto de los predictores del compromiso organizacional consistente en la satisfacción laboral, el apoyo organizacional percibido y la cultura organizacional, así como su impacto en el comportamiento de la ciudadanía organizativa en la industria manufacturera de Indonesia.

Diseño/Metodología/Enfoque: La búsqueda utiliza un enfoque cuantitativo a través de métodos de búsqueda y métodos de análisis de datos utilizando SEM PLS. La población de este estudio fue funcionarios de siete plantas químicas en la ciudad de Cilon, que es la mayor zona de producción química en Indonesia. El número de muestras analizadas fue de 223 empleados que ocupaban puestos de dirección medios. Los resultados de la investigación muestran que de los 43 indicadores utilizados para medir cada variable inactiva, hay 3 indicadores de variables de cultura organizacional que no son válidos. Mientras tanto, para la confiabilidad, todo está incluido en criterios confiables.

Hallazgos: Los resultados de la prueba del índice de aptitud muestran que el modelo tiene un buen índice de GoF. La magnitud de la influencia de la satisfacción laboral, el apoyo organizacional percibido y la cultura organizacional en el compromiso organizacional es del 88,10%, mientras que la influencia de la satisfacción laboral, el apoyo organizacional percibido, la cultura organizacional y el compromiso organizacional en el comportamiento de la ciudadanía organizacional es del 93,6%. De las siete hipótesis directas examinadas, se constató que se aceptaron todas las hipótesis, mientras que de las tres hipótesis indirectas se rechazó una hipótesis, es decir, la influencia mediadora del compromiso organizacional en la mediación de la cultura organizativa en la OCB.

Investigación, Implicaciones Prácticas y Sociales: en búsquedas posteriores, para realizar una búsqueda más amplia con otros objetos. La investigación debe utilizarse para todas las empresas.

Originalidad/Valor: Esta investigación contribuye a mejorar la gestión de los recursos humanos en el sector de la fabricación de productos químicos, de manera que pueda aumentar el OCB incrementando las variables predictivas probadas en la investigación, incluyendo la satisfacción laboral, el apoyo organizacional, la cultura organizacional y el compromiso organizacional.

Palabras clave: Satisfacción en el Trabajo, Organización, Cultura, Compromiso, Ciudadanía, Comportamiento.

INTRODUCTION

The chemical manufacturing industrial sector is one of the sectors included in the 3 large industrial sectors that contribute to the country's non-oil and gas sector, so this sector plays an important role in the growth of the national manufacturing industrial sector. In fact, from 2020 to 2025 the central government is trying to create a large-scale national strategic project through the construction of chemical industry clustering in Banten Province with a total investment value of USD 31 billion or the equivalent of 476 trillion rupiah. One of them is the PT project. Lotte Chemical Indonesia in Cilegon City, which is projected to be able to absorb a workforce of up to 15,000 people during construction and 1,300 people during commercial operations (Ministry of Industry, 2022).

The resulting high number of job opportunities is a phenomenon in itself for the government. On the one hand, this is an encouraging thing for Banten Province considering that the high population in Banten is even 5th nationally, making the open unemployment rate very high (Nuryanto et al, 2020), so that high investment will be able to reduce unemployment. However, on the other hand, this condition can be a challenge for the government considering that the human resources required require a high level of readiness so that they are able to support the company's long-term operational sustainability. This is in line with Nuryanto et al. (2020) who stated that long-term company sustainability requires the support of quality human resources.

For this reason, human resource management in the chemical manufacturing sector is required to continue to develop and improve, considering that employees are an integrated part of an organizational system that has a strategic role in improving company performance (Nuryanto et al, 2020). One of the characteristics of human resources that is most needed by industry today is employees who have a high level of expertise, creativity and enthusiasm at work. The employee's behavior is that they are able to work optimally without supervision with encouragement from each individual who voluntarily works beyond what is formally their responsibility, known as characteristics of organizational citizenship behavior (Dordevic et al., 2021).

The research results show that OCB behavior has a positive and significant influence on the organization, but of course this behavior cannot be separated from other supporting factors such as organizational commitment, job satisfaction, organizational culture and organizational support (Dordevic et al, 2021; Jehanzeb, 2020; Khatri et al, 2021; Al-Difa & Caludia, 2022). With high job satisfaction, employees will have a tendency to work optimally and not take into

account whether the resources they have will be given fully to the Company (Dordevic et al, 2021). Meanwhile, high organizational support for employees will create a positive view of employees towards the Company (Jehanzeb, 2020). Likewise, high organizational culture will have a positive and significant impact on OCB considering that organizational culture influences employee consistency because they feel safe and comfortable (Khatri et al, 2022). Meanwhile, high organizational commitment will also have a positive and significant impact on OCB considering that the commitment of the organization will make it easier for workers to work optimally without taking into account what they get outside of their proper rights (Al-Difa & Caludia, 2022).

There are differences in research results found from empirical results related to the opinion above, such as the first gap in results from Setiani et al. (2023) who found that job satisfaction has a positive but not significant effect on OCB in the manufacturing industrial sector, which shows that there are still many other predictors that is more dominant in influencing the OCB characteristics of employees in the manufacturing industry sector. The second discrepancy in results was also stated by Linda et al. (2019) where *perception organizational support* has a negative but not significant effect on OCB, this is described as a field phenomenon that shows the existence of emulation between employees so that research results differ from previous theories. The third gap in results comes from the research results of Mujanah et al. (2019) which found that organizational culture does not have a significant effect on OCB, but this is possible with the stronger principles of kinship and togetherness between employees compared to the values that have been formalized by the Company. The fourth gap is that organizational commitment has no effect on OCB considering the higher role of transformational leadership which can influence employee behavior directly so that it is more dominant than organizational commitment (Novianti, 2021).

Based on the empirical gap and also the research gap that has been stated above, researchers are interested in conducting more in-depth research related to factors that can have a significant influence on *organizational citizenship behavior* through a quantitative approach in the chemical manufacturing industry sector. So that the findings that will be obtained can be used as consideration for the government and internal parties of the Company who are currently starting to recruit new employees so that they do not make a mistake in getting employees who have positive behavior so that they can support the success of the Company in the long term.

THEORETICAL FRAMEWORK

Job Satisfaction on Organizational Commitment

There is an influence of job satisfaction on organizational commitment (Gangai and Angrawal, 2015); the better the job satisfaction, the higher the organizational commitment (Tadmpali and Hadi, 2017); To increase organizational commitment, the aspect that needs to be improved is job satisfaction (Dalkrani and Dimitriadis, 2018). Company managers who want to increase their employees' organizational commitment must improve aspects of employee satisfaction (Eliyana et al, 2019). The research results of Kristian and Ferijani (2020) concluded that there is a significant influence between employee satisfaction and organizational commitment. The research results of Sumual et al. (2022) and Wongsuwan et al. (2023) also concluded that, when job satisfaction increases, commitment to the organization also increases.

Hypothesis 1. There is a significant influence of job satisfaction on organizational commitment.

Organizational Support on Organizational Commitment

Good organizational support will increase organizational commitment (Colakoglu et al, 2010). When organizational support decreases, employee commitment also decreases (Danish et al, 2013). One aspect that needs to be improved in efforts to increase organizational commitment is organizational support (Aprilani et al, 2021). When organizational leaders want to increase organizational commitment, they can increase organizational support for employees (Silvia et al, 2021). The research results of Firmansyah et al. (2022) concluded that employee commitment will increase when the organization increases its support for employees. Research results from Sudikno et al. (2022); Yusuf and Prakoso (2022) and Putri (2023) concluded that there is a significant influence between organizational support and organizational commitment.

Hypothesis 2. There is a significant influence between organizational support and organizational commitment.

Organizational Culture on Organizational Commitment

The research results of Hanif et al. (2104) confirm that organizational culture influences organizational commitment. When organizational culture improves, organizational commitment will also increase (Dwivedi et al, 2021). The research results of Azizollah et al. (2016) and Suradi (2019) also confirm that organizational commitment can be increased by improving the quality of the organizational culture that develops in the company. These

findings are also confirmed by Jigjjddorj et al. (2020) and Nurlina et al. (2022) who concluded that a strong organizational culture will have a positive impact on increasing organizational commitment. These findings are also in line with the opinions of Wua et al. (2022) and Sari et al. (2023) who state that to increase organizational commitment, organizational leaders must improve the quality of organizational culture.

Hypothesis 3. There is a significant influence between organizational culture and organizational commitment.

Job Satisfaction on OCB

Job satisfaction will be able to increase the OCB culture that develops in the organization (Moihdar, 2013). OCB will increase when job satisfaction increases (Vaina and Purba, 2014). When job satisfaction decreases, employee enthusiasm for implementing OCB will also not work well (Gusweni, 2017). When organizational leaders want to improve the quality of OCB, this can be done by increasing job satisfaction. The research results of Saxena et al. (2019) and Iskandar et al. (2019) concluded that good satisfaction will have an impact on improving the quality of OCB. Research results of Na-Nan et al. (2020); Putra and Turangan (2020) also found that job satisfaction must continue to be improved so that the quality of ongoing OCB can increase. The research results of Saputra and Riana (2021) and Dordevic et al. (2021) also concluded that the quality of OCB can be improved when the satisfaction of organizational members increases.

Hypothesis 4. There is a significant influence between job satisfaction and OCB.

Organizational Support on OCB

Good organizational support for employees will provide huge benefits in improving the quality of OCB (Jahenzeb, 2020). The better the organization's support for employees will have a significant influence on the quality of OCB (Safitri and Riyanto, 2020). The research results of Ansori and Wulansari (2021) and Alshaabani et al. (2021) concluded that, to improve the quality of OCB, the aspect that can be improved is improving the quality of organizational support. The research results of Amran et al. (2022) and Firmansyah et al. (2022) also concluded that the better the organizational support, the better the OCB that runs in the organization.

Hypothesis 5. There is a significant influence between organizational support on OCB.

Organizational Culture on Organizational Citizenship Behavior

The research results of Na-Nan (2020) and Andriyantri and Supartha (2021) concluded that organizational culture has a positive effect on OCB. The better the organizational culture, the better the OCB that develops in the organization. The research results of Anindita and Bachtiar (2021) and Ibrahim et al. (2021) found that to increase OCB in an organization it is necessary to improve organizational culture. This is in accordance with the opinion of Khatri et al. (2022) and Sakarina et al. (2022) who found that a good organizational culture will also have a good influence on increasing OCB.

Hypothesis 6. There is a significant influence between organizational culture on OCB.

Organizational Commitment on Organizational Citizenship Behavior

High organizational commitment influences OCB (Devece et al, 2015). The lower the organizational commitment, the lower the quality of OCB that develops in the organization. The results of Planner's research (2019) concluded that, when organizational commitment is good, it is certain that OCB is also good. This is supported by research by Kartika and Pienata (2020) and Al-Difa and Claudia (2022) who found that the better the organizational commitment of each employee, the better ODB is practiced in everyday life. Soelton's (2023) research results concluded that, when organizational commitment increases, OCB will also increase, this applies to the opposite condition.

Hypothesis 7. It is suspected that there is a significant influence between organizational commitment and OCB.

Hypothesis 8. It is suspected that there is a significant influence between job satisfaction on OCB and organizational commitment as an intervening agent.

Hypothesis 9. It is suspected that there is a significant influence between organizational support for OCB and organizational commitment as an intervening agent

Hypothesis 10. It is suspected that there is a significant influence between organizational culture on OCB and organizational commitment as an intervening agent

RESEARCH METHODS

This research uses a quantitative approach with a survey method of 10 chemical manufacturing companies with Foreign Investment (PMA) status in Cilegon City, which is currently the largest petrochemical cluster in Indonesia. The unit of analysis is an employee with the minimum criteria of having two years of work experience (Basrowi & Utami, 2020).

The minimum number of samples taken was 215 respondents considering that this research used 43 indicator items so that the minimum number of samples was calculated using the number of indicators multiplied by 5 (Hair et al, 2014; Basrowi & Maunnah, 2019). The research used a questionnaire with a 1-5 Likert scale which had its validity and reliability tested on 30 initial respondents when the researchers conducted the pre-survey. Each indicator used to measure the latent variable of job satisfaction refers to Gangai and Agrawal (2015); Kristian and Ferijani (2020); Sumual et al. (2022) and Wongsuwan et al. (2023) include: Match between salary and workload (JS2), salary received on time (JS2), workload appropriate to position (JS3), pride in current job (JS4), having suitable co-worker characteristics (JS5), co-workers having good characteristics (JS6), leadership style that supports work (JS7), attention from superiors (JS8), good and supportive physical environment (JS9) and work environment comfortable and supportive non-physical (JS10)

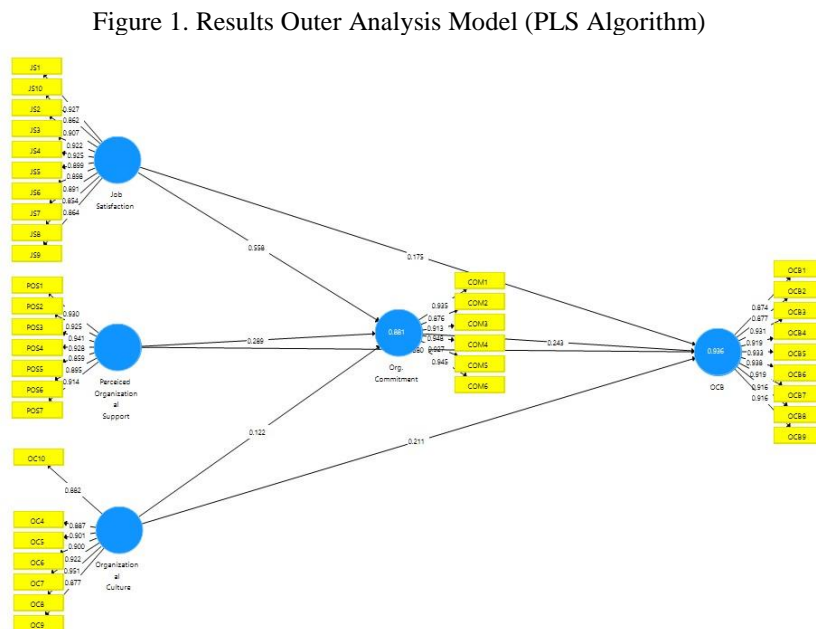
The indicators used to measure the latent variable perceived organizational support use the reference Colakoglu et al. (2010); Danish et al. (2013); Silvia et al. (2021); Sudikno et al. (2022) and Putri (2023), including; The company appreciates employee contributions (POS1), the organization recognizes the extra work done by employees (POS2), the organization responds well to employee complaints (POS3), the organization provides assistance when employees have difficulties (POS4), the organization cares about employee welfare POS5), The organization will be better if employees work optimally (POS6), the organization will show employee achievements to other employees. Meanwhile, the indicators used to measure the latent variable of organizational culture refer to Dwivedi et al. (2014); Azizollah (2016); Sarhan et al. (2019); Jigjiddorj et al. (2021); Nurlina et al. (2022) and Sari et al. (2023), among others; employees are encouraged to be innovative (OC1), managers dare to take risky decisions for the organization (OC2), employees work in detail on their work (OC3), employees are responsible for their work (OC4), managers are result-oriented not technical processes (OC5) (Soenyono & Basrowi, 2020), employees know their respective work targets (OC6), the company pays attention to the human side of its employees (OC7) (Marwanto et al., 2020), every decision is taken by considering the humanism side (OC8), achievement results are driven on behalf of the team, not individuals (OC9) and employees are required to work aggressively to achieve their targets (OC10) (Suwarno et al., 2020).

Organizational commitment is measured using indicators referring to Devece et al. (2015); Planer et al. (2019)); Kartika and Pienata (2020); Al-Difa and Claudia (2022) and Soelton (2023), among others; desire to have a career in the organization (Com1), trust in the

organization (Com2), lose your job if you leave the company (Com3), move to another company which is not the best alternative (Com4), feel responsible for doing good work (Com5) and want to return the service to Company (Com6). The indicators used to measure OCB refer to Gusweni (2017); Iskandar et al. (2019); Saxena et al. (2019); Na-Nan et al. (2020); and Dordevic et al. (2021); among others; helping work colleagues who are unable to come in (OCB1), working carefully (OCB2), obeying the rules even though no one is looking (OCB3), preventing conflicts with other employees (OCB4), focusing on positive things (OCB5), not wasting time for trivial things (OCB6), avoiding problems with other colleagues (OCB7), never abusing rights (OCB8), and following every change in the organization (OCB9).

RESULTS AND DISCUSSION

The results of the outer model SEM PLS analysis of the initial model showed that 3 indicators were invalid because the factor loading value was smaller than the cross loading value, namely indicators OC1, OC2 and OC3. So the researcher dropped the three indicators from the research model and then carried out the PLS Algorithm analysis again and obtained all valid indicator items as seen in the following PLS Algorithm output:



Source: Analysis of primer data.

The validation test is strengthened by using parameters *average variance extracted* (AVE), where the analysis results show that all AVE values of each latent variable are greater than 0.50. This illustrates a good validity value, the variance value of each indicator in the latent

variable captured by that variable is greater than the variance caused by measurement error which is reflected in each AVE value greater than 0.50 as seen in the table below:

Table 1. Test Results Average Variance Extracted (AVE)

	Cronbach's Alpha
Job Satisfaction	0,801
OCB	0,835
Org. _Commitment	0,855
Organizational _Culture	0,816
Perceived _Organizational _Support	0,835

Source: PLS SEM Data Processing Results (2023).

Reliability test results using values *Composite Reliability* and *Alpha Cronbach's* obtained the CR value and *Alpha Cronbach's* above 0.60 which proves that the indicator used has good reliability as seen in the following table:

Table 2. Test Results Composite Reliability (CR) dan Alpha Cronbach's

	Cronbach's Alpha	Alpha Cronbach's
Job Satisfaction	0,976	0,972
OCB	0,979	0,975
Org. _Commitment	0,972	0,966
Organizational _Culture	0,969	0,962
Perceived _Organizational _Support	0,972	0,967

Source: PLS SEM Data Processing Results (2023).

The results of the inner model analysis of the research model showed that the path coefficient value was positive for the exogenous variables towards the endogenous variables. The first structural equation form of the organizational commitment variable shows that the job satisfaction variable is more dominant than perceived organizational support and organizational culture as follows:

$$\eta_1 = 0,558 \varepsilon_1 + 0,289 \varepsilon_2 + 0,122 \varepsilon_3 + 0,1191 \eta_1 \quad (1)$$

Meanwhile, the second form of structural equation is for variables organizational citizenship behavior variable is obtained perceived organizational support more dominant over organizational citizenship behavior compared to the variables of job satisfaction and organizational culture as shown in the following equation:

$$\eta_2 = 0,175 \varepsilon_1 + 0,380 \varepsilon_2 + 0,0211 \varepsilon_3 + 0,064 \eta_2 \quad (2)$$

The PLS Bootstrapping results obtained an R-Square value for the organizational commitment variable of 0.881 and an R-Square value for the OCB variable of 0.936 as seen in the following table:

	R Square
OCB	0,936
Org. _Commitment	0,881

Source: PLS SEM data Processing results (2023).

From the results above, the R-square value for the organizational commitment variable is 0.881, where this value describes the quality of the model or *goodness of fit* good and strong influence due to the R value² > 0.67. Meanwhile, the R-square value of the OCB variable is 0.936, where this value describes the quality of the model or *goodness of fit* which is good and has a strong influence because of the R value² is above 0.67. The magnitude of the influence that can be explained by the variables job satisfaction, perceived organizational support and organizational culture on the organizational commitment variable is 88.1%, while the magnitude of the influence that can be explained by the variables job satisfaction, perceived organizational support and organizational culture on OCB is 93.6 %.

Blindfolding analysis results for Q2 *predictive relevance* obtained for each endogenous latent variable has a value above 0 which illustrates that the model has good predictive relevance value. The results of the Q2 analysis for each variable can be seen in table 4 below:

	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	2230,000	2230,000	
OCB	2007,000	451,053	0,775
Org. _Commitment	1338,000	339,448	0,746
Organizational _Culture	1561,000	1561,000	
Perceived _Organizational _Support	1561,000	1561,000	

Source: PLS SEM data Processing results (2023).

The results above show a Q2 value of 0.746 for the organizational commitment variable and 0.775 for OCB where this value is greater than 0, so it can be illustrated that the predictor variables used to predict endogenous variables have good predictive relevance

for endogenous variables. Meanwhile, the results of the ten hypothesis tests obtained T-Statistics and P-Values as follows:

Table 5. Hypothesis Test Results Using PLS Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> OCB	0,311	0,315	0,056	5,520	0,000
Job Satisfaction -> Org. _Commitment	0,558	0,563	0,079	7,036	0,000
Org. _Commitment -> OCB	0,243	0,246	0,061	4,005	0,000
Organizational _Culture -> OCB	0,241	0,240	0,043	5,669	0,000
Organizational _Culture -> Org. _Commitment	0,122	0,121	0,052	2,354	0,019
Perceived _Organizational _Support -> OCB	0,450	0,447	0,071	6,377	0,000
Perceived _Organizational _Support -> Org. _Commitment	0,289	0,286	0,090	3,212	0,001
Job Satisfaction -> Org. _Commitment -> OCB	0,136	0,137	0,036	3,818	0,000
Organizational _Culture -> Org. _Commitment -> OCB	0,030	0,030	0,015	1,931	0,054
Perceived _Organizational _Support -> Org. _Commitment -> OCB	0,070	0,071	0,031	2,304	0,022

Source: PLS SEM data Processing results (2023).

Based on the results of the first hypothesis test where it was suspected that job satisfaction had a significant effect on organizational commitment, a P-Values value of 0.000 was obtained, where this value was smaller than 0.05 and a T-Statistic value of 5.520, where the value was greater than 1.96. So H₀ is rejected and H_a is accepted, which means there is a significant influence of job satisfaction on organizational commitment. These results are in line with the results of previous research such as Gangai and Angrawal (2015); Tadmpali and Hadi (2017); Dalkrani and Dimitriadis (2018); Eliyana et al. (2019); Kristian and Ferijani (2020); Sumual et al. (2022); and Wongsuwan et al. (2023). Where high job satisfaction will increase organizational members' trust in their workplace which has an impact on increasing loyalty from organizational members so that commitment to the organization increases.

The results of the second hypothesis test where it is suspected that perceived organizational support has a significant effect on organizational commitment, obtained a P-value of 0.001 where this value is smaller than 0.50 and a T-Statistic value of 3.212 where the value is greater than 1.96. So H₀ is rejected and H_a is accepted, which means there is a significant influence of perceived organizational support on organizational commitment. These results are in line with the results of previous research such as; Colakoglu et al. (2010); Danish et al. (2013); Aprilani et al. (2021); Silvia et al. (2021); Firmansyah et al. (2022); Sudikno et

al. (2022); Yusuf and Prakoso (2022) and Putri (2023). Where organizational support will directly increase trust in the organization, because the organization's high attention to its employees will increase employees' confidence that the organization will be able to prosper them so that employees feel happy at work and increase their commitment to the organization.

The results of the third hypothesis test where it is suspected that organizational culture has a significant effect on organizational commitment, obtained a P-value of 0.019 and a T-Statistic value of 2.354, where this value is greater than 1.96 so that H₀ is rejected and H_a is accepted, which means there is a significant influence of organizational culture towards organizational commitment. These results are in line with the results of previous research such as; Hanif et al. (2104); Dwivedi et al. (2021); Azizollah et al. (2016); Suradi (2019); Jigjiddorj et al. (2020); Nurlina et al. (2022); Wua et al. (2022) and Sari et al. (2023). Where an organizational culture that is high and emphasizes team collectivity compared to individuals will increase team cohesion and have an impact on a positive atmosphere in the organizational environment so that commitment to the organization will increase.

The results of the fourth hypothesis test where it is suspected that job satisfaction has a significant effect on OCB, the results obtained are P-values of 0.000 where this value is smaller than 0.50 and the T-Statistics value is 5.520 where the value is greater than 1.96 so that H₀ is rejected and H_a is accepted, which means there is a significant influence of job satisfaction on OCB behavior. These results are in line with the results of previous research such as Moihdar (2013); Vaina and Purba (2014); Gusweni (2017); Saxena et al. (2019); Iskandar et al. (2019); Na-Nan et al. (2020); Putra and Turangan (2020); Saputra and Riana (2021) and Dordevic et al. (2021). The more positive and high job satisfaction an employee has, the more likely the employee will interpret the work and tasks they carry out with full responsibility and dedication. With this satisfaction, employees will work optimally in completing their work and will even be able to complete positive things outside of their duties and responsibilities so that they can encourage organizational citizenship behavior.

The results of the fifth hypothesis where it is suspected that perceived organizational support has a significant effect on OCB, obtained a P-value of 0.000 where the value is below 0.50 and the T-Statistics value is 6.377 where the value is above 1.96 so that H₀ is rejected and H_a is accepted which means that there is a significant influence of perceived organizational support on organizational citizenship behavior. This is in line with the results of previous research conducted by Jahenzab (2020); Safitri and Riyanto (2020); Ansori and Wulansari (2021); Alshaabani et al. (2021); Amran et al. (2022) and Firmansyah et al. (2022). Where

employees who work with a high level of organizational support will feel more responsible for each task and responsibility to achieve organizational targets. With high organizational support, employees will have higher concern for the organization through positive attitudes and behavior towards their organization.

The results of the sixth hypothesis where it is suspected that organizational culture has a significant effect on organizational citizenship behavior, obtained a P-Values value of 0.000 where this value is smaller than 0.50 and a T-Statistics value of 5.699 where the value is greater than 1.96 so that H_0 is rejected and H_a accepted. This illustrates that there is a significant influence of organizational culture on organizational citizenship behavior. This is in line with previous research conducted by Na-Nan (2020); Andriyantri and Supartha (2021); Anindita and Bachtiar (2021); Ibrahim et al. (2021); Khatri et al. (2022); and Sakarina et al. (2022). Where a high positive culture in an organization will shape the positive behavior of its employees, considering that an organization that has responsible characteristics will increase organizational citizenship behavior which is reflected in terms of altruism, honesty, sportsmanship, and kindness of its employees.

The results of the seventh hypothesis where it is suspected that organizational commitment has a significant effect on organizational citizenship behavior, obtained a P-Values value of 0.000 where the value is smaller than 0.50 and the T-Statistics value is 4.005 where the value is greater than 1.96 so that H_0 is rejected and H_a accepted. This illustrates that there is a significant influence of organizational commitment on organizational citizenship behavior. This is in line with the research results of Devece et al. (2015); Planner (2019); Kartika and Pienata (2020); Al-Difa and Claudia (2022); and Soelton (2023). Where employees who have high organizational commitment will provide additional benefits to the organization such as increased discipline at work, the possibility of leaving the organization becomes smaller, the willingness to complete work tasks and responsibilities increases, awareness of duties and responsibilities is high even without superior supervision thereby encouraging increased organizational citizenship behavior.

The results of the eighth hypothesis test related to the mediating influence of organizational commitment on job satisfaction and organizational citizenship behavior showed a P-Values value of 0.000, where the value was smaller than 0.50 and the T-Statistics value was 3.818, where the value was greater than 1.98. meaning H_0 is rejected and H_a is accepted. This shows that there is a significant mediating effect of organizational commitment on job satisfaction and organizational citizenship behavior. This is in line with the research results of

Fitrio et al. (2019) where organizational commitment has a positive and significant effect in mediating the influence of job satisfaction and organizational citizenship behavior (Tu Oanh et al., 2023). This shows that with high employee commitment to the organization, the level of employee job satisfaction will increase, thereby encouraging the creation of positive behavior which is reflected in the organizational citizenship behavior dimension.

The results of the ninth hypothesis test are related to the mediating influence of organizational commitment on perceived organizational support and organizational citizenship behavior. The P-Values value is 0.022, where this value is smaller than 0.50 and the T-Statistics value is 2.304, where this value is greater than 1.98 so that H₀ is rejected and H_a is accepted, which means that there is a positive and significant influence of organizational commitment on perceived organizational support and organizational citizenship behavior. This is in line with the research results of Sumarsi and Rizal (2021); Suprpti and Rizal (2022); and Firmansyah et al. (2022). The results of this hypothesis test show that organizational commitment is a good mediating variable for perceived organizational support and organizational citizenship behavior, which means that the higher organizational commitment will be able to significantly influence perceived organizational support on organizational citizenship behavior (Nguyen, 2023). This shows that high employee trust in the organization will increase organizational support for positive employee behavior which is reflected in organizational citizenship behavior.

The results of the tenth hypothesis test related to the mediating influence of organizational commitment on organizational culture and organizational citizenship behavior, obtained a P-Values value of 0.054 where this value is greater than 0.50 and a T-Statistics value of 1.931 where this value is smaller than 1.98 so that H₀ is accepted and H_a is rejected, which means that there is a positive but not significant influence of organizational commitment on organizational culture and organizational citizenship behavior. This is in contrast to the research results of Kholisah et al. (2020); Fanani and Abadiyah (2023). The results of this hypothesis test show that organizational commitment is not a good mediating variable for perceived organizational support and organizational citizenship behavior, which means that the higher organizational commitment will still not significantly influence the influence of organizational culture on organizational citizenship behavior (Oyekan et al., 2023). This shows that there are still opportunities for other mediating variables besides organizational commitment which have the potential to be good mediators of organizational culture and organizational citizenship behavior.

CONCLUSION

This research answers the research objectives formulated at the beginning to answer ten hypotheses. Seven hypotheses were immediately accepted where there was a positive and significant influence of each exogenous variable consisting of job satisfaction, perceived organizational support and organizational culture on each endogenous variable, namely organizational commitment and organizational citizenship behavior. And two indirect hypotheses where organizational commitment is able to mediate job satisfaction on organizational citizenship behavior and perceived organizational support on organizational citizenship behavior. However, one hypothesis was not immediately rejected because organizational commitment was unable to mediate organizational culture on organizational citizenship behavior.

This research has several limitations in relation to the sample which only focuses on chemical manufacturing with foreign capital ownership, so in the future it is necessary to consider combining samples between foreign capital companies and domestic capital companies or joint ventures to be able to see in more depth whether the variables studied can be applied to general conditions so that the results obtained will be generalized more widely to the chemical manufacturing sector as a whole.

SUGGESTION

It is hoped that this research will be useful and contribute to the government and the world of practitioners, especially in the chemical manufacturing industry sector in managing human resources through the use and focus on increasing organizational commitment by paying attention to the predictor variables examined in this research so as to produce positive employee behavior that is reflected in the organization. citizenship behavior. With high organizational citizenship behavior, it will be able to increase work productivity, save resources owned by management as a whole in terms of supervision, become an effective means for the organization in carrying out the function of the activities of each work group, increase the stability of organizational performance and increase the organization's ability to adapt to the environment

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