

# A Study on the Performance of Manufacturing Employees: Organizational Culture, Compensation, Organizational Commitment, and Organizational Citizenship Behavior

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## Abstract

This study aims to examine the impact of organizational culture, compensation, and organizational commitment to employee performance, as well as the role of organizational citizenship behavior as a mediating factor for employee performance in the garment company in the Regency of Semarang, Indonesia. The study population was employees of garment companies that have been in the business for at least 5 years with 43,056 employees. Samples chosen were as many as 120 employees. The questionnaire with Likert scale was the primary data collection instrument. The study was quantitative, with a survey method, and hypothesis approach used was positivism. Structural Modeling Equation was used as the inferential statistics and descriptive statistics. Data was collected through questionnaires. The analysis technique used was SEM analysis. The results show that (1) organizational culture, compensation, and organizational commitment affects organizational citizenship behavior; (2) organizational culture, compensation, and organizational commitment affects employee performance; (3) organizational citizenship behavior affects employee performance; and (4) organizational culture, compensation, and organizational commitment affects employee performance through organizational citizenship behavior.

**Keywords:** organizational culture, compensation, organizational commitment, organizational citizenship behavior, employee performance

## 1. Introduction

Human resource is indispensable for an organization. Human resources play an active role in the process in an organization and decision-making process as well (Sutrisno, 2012: 2). The success of an organization requires employees to perform work beyond the standard job or exceeding the performance expectations of the organization. In the dynamic world of work today, where more and more tasks done in a team and flexibility are critical, organizations need employees who will do the work that is formally not part of the requirement of the job. In the fields of organizational behavior, this is known as Organizational Citizenship Behavior (OCB). OCB is an extra individual behavior, which is not directly or explicitly recognized in a formal work system, and in the aggregate is able to increase the effective functioning of the organization (Organ, 1988). OCB contribute to the welfare of the community, the transformation of resources, innovation and adaptation (Organ, 1988) as well as overall organizational performance (Netemeyer *et al.*, 1997) including increasing the effectiveness and efficiency of the deployment of scarce resources, time and problem solving among work units in a collective and interdependence way.

Many factors can influence OCB. According to Rini *et al.* (2013), organizational culture, compensation and organizational commitment can influence OCB. Research on the influence of organizational culture, compensation, and organizational commitment on OCB has been done by several researchers, such as Komalasari *et al.* (2009), Soegiono (2010), Widodo (2010), Dhermawan *et al.* (2012), Fitrianasari *et al.* (2012), Murty and Hudiwinarsih (2012), Riansari *et al.* (2012), Connect *et al.* (2012) and Rini *et al.* (2013). In general, employees with high OCB can affect employee performance.

In Indonesia, OCB is very important because it can help to improve employee productivity and performance. OCB is expected to increase the effectiveness of the organization. The success of the organization to achieve its goals and objectives is determined by the performance of employees. This research object is garment companies (apparel) in Semarang Regency, Indonesia, considering that the apparel sector has a high productivity index and the garment industry has bigger number of employees more than other industries. Another consideration is that at present many garment companies have moved from Jakarta and surrounding areas into areas in Semarang Regency, so the garment industry in Semarang has turned into the largest industrial area that affects national economy. Based on the theoretical study and consideration of the study site, the results of this study will be useful for stakeholders and academics; thus, it is important to re-investigate the effect of Organizational Citizenship Behavior Theory on employee performance related to cultural organization, compensation, and commitment in the organization. The core of this study is to investigate and explain that Organizational Citizenship Behavior is a key factor for the success of organizational culture, compensation, and

organizational commitment in manufacturing, especially the garment industry in Semarang, Indonesia to improve performance.

## 2. Literature Review

### 2.1 Employee Performance

Seymour (1991) defines performance as the actions done in completing tasks that can be measured. Maiier as cited in Muh. As'ad (1989) state that performance is a person's success in carrying out the work; Lawler and Porter as cited in Muh. As'ad (1989) state performance is "successful role achievement" from the deeds of a person. According to Casio (1992) performance is a set of results achieved and refers to the act of accomplishment and execution of any work requested; it also refers to the employee achievement on a given task. According to Hersey and Blanchard (1993), performance is a function of motivation and ability; to complete a task or job one must have a particular degree of readiness and willingness, yet willingness and skills of a person are not enough to finish a task without a clear understanding of what will be done and how to do it. Employee performance is a part of behavior of employee, that Respati and Amin (2014) define employee behavior is the done of employee to reach the organizational purpose. Byars and Rue (1988) define performance as the degree of completion of the task that accompanies a person's job. Performance reflects how well an individual meets the demand for jobs.

### 2.2 Organizational Citizenship Behavior

According to Podsakoff *et al.* (1996), there are more than 200 articles published each year that include OCB in various academic journals. Even Organ's book, written jointly with Podsakoff and Mackenzie, entitled "Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences", tries to divide the various stream of Organizational Citizenship Behavior as there have been many conflicting opinions and studies about OCB (Organ, Podsakoff and MacKenzie, 2006: 1-242). Therefore, Organ (1998: 1-242) has tried to summarize some of the views into chapters such as the conceptual development of OCB, its relationship with organizational behavior, the dimensions of OCB, and the antecedent of OCB.

Related to its conception, OCB is a series of incidents in which managers act persuasively to subordinates in order to perform a desired task, but the manager cannot do, either by force, reward, or penalty. The behavior is currently known as the OCB and is vital because it can lubricate the machinery of social organization (Smith *et. Al.*, 1983: 654). In 1988, a formal definition of OCB started to emerge and become the definition formally known and used, i.e. "individual behavior that is discretionary, not directly or explicative functioning of the organization" (Organ, 1988: 4).

Organ hereinafter defines "discretionary" as behavior that is not driven by the contractual terms of employees but rather the question of personal preference, which is generally understood that if it is not done then it will not get penalized (Organ, 1988:4). Organ (1988:4) describes that OCB does not directly or formally compensated by formal reward system and that organizations will not necessarily limit OCB.

### 2.3 Organizational Culture

Organizational culture is a special pattern of assumptions, values, and norms that shape the activities, language, symbols, and events of employees' socialization in the company (Jackson *et al.*, 2010:71). According to Robbins and Coulter (2010:63), organizational culture is the values, principles, traditions, and ways of working that are shared by the members of the organization and influences the way the members act. Also according to Sunyoto (2012:52), organizational culture is a set of feelings and perceptions of the various workers who may change from time to time and from one worker to another worker. Meanwhile, according to Kreitner and Kinicki (2014:62), organizational culture is the assumption that is shared and received in such a closed way and is held by a group that determines how it is perceived and thought and reacts to diverse environments.

In most organizations, the values and practices that are shared have been growing rapidly along with the times and really influence how an organization is run (Robbins and Coulter, 2010:63).

### 2.4 Compensation

Compensation is the amount paid to employees for services rendered to the job (Bangun, 2012:255). Compensation is the amount received by employees as remuneration for work (Sunyoto, 2012:29). According to Sutrisno (2012:187), compensation is all kinds of awards in the form of money or non-money given to employees appropriately and fairly for their services in achieving the company's goals. Also according to Rival and Sagala (2013:741), compensation is something that employees received in lieu of their services and contribution to the company. Moorhead and Griffin (2013:159) define compensation as the total amount (money, salaries, and commissions), incentives, benefits, privileges, and gifts given by the organization. The purpose of compensation system in most organizations is to attract, retain, and motivate qualified employees. Structure of compensation in an organization should be fair and consistent to ensure equality of treatment and compliance

with the law. Compensation must also be a fair appreciation of individuals' contributions to the organization; although in most cases it is rather difficult, or even impossible to be completely fair. Finally, the system must be competitive for the external labor market so organizations are able to attract and retain competent employees in the appropriate field (Moorhead and Griffin, 2013:158). An organization should develop a compensation philosophy based on the conditions and needs, and this philosophy must be defined and built on actual awards system (Moorhead and Griffin, 2013:158).

## 2.5 Organizational Commitment

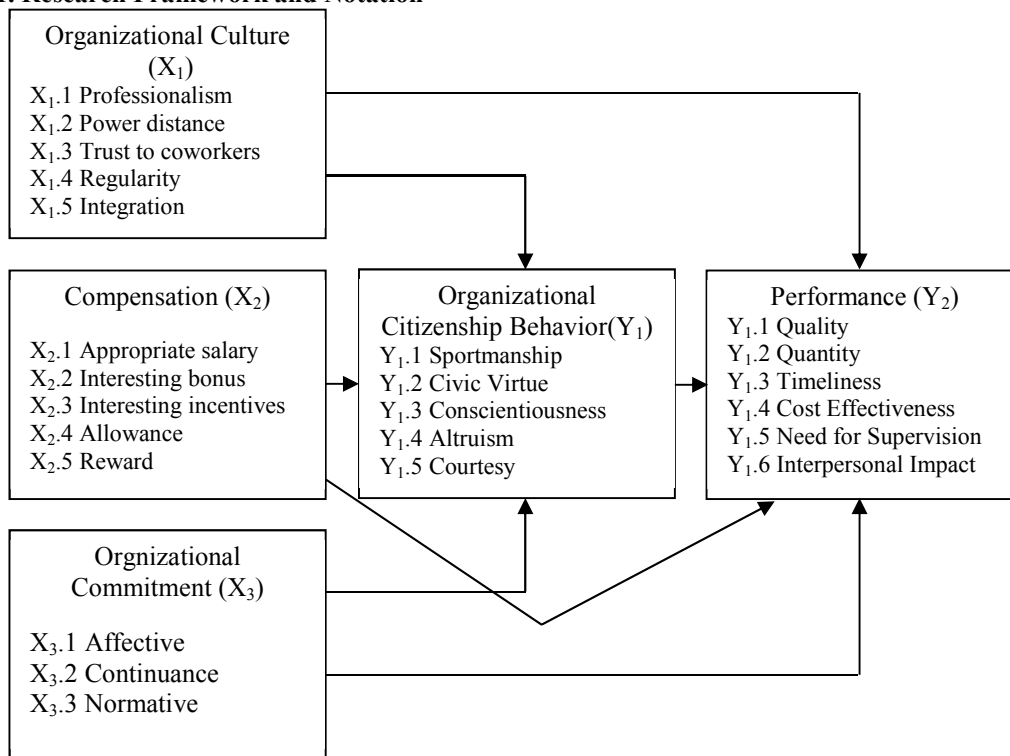
Organizational commitment is the identification and bonding of a person in a body of organization (Moorhead and Griffin, 2013:73). According to Kreitner and Kinicki (2014:165), organizational commitment is the degree to which a person is familiar with the company and its objectives. Steers (1977) describes the organizational commitment as "a sense of identification, engagement and loyalty expressed by an employee of the organization". Mowday *et al.* (1982) state that "organizational commitment is defined based on the individual's relative ability and involvement in a certain organization; it indicates the attitudes of people toward the organization's values and goals." Organizational commitment is a relative strength of individuals in identifying themselves into the organization's indicated by the behavior of the individuals to the organization.

Organizational commitment is important because committed people are expected to show a willingness to work harder in order to achieve organizational goals and have a greater desire to keep working in the company (Kreitner and Kinicki, 2014:165). Ones who are very committed might see himself as a true member of a company, referring to the organization in terms of personal, ignoring minor source of discontent, and seeing themselves still as a member of the organization. Conversely, ones who are less committed are more likely to see themselves as outsiders, express more dissatisfaction about many things, and do not see themselves as a long-term member of the organization (Moorhead and Griffin, 2013:73).

## 2.6 Conceptual Framework

Employee performance is the levels to complete work or tasks assigned (Byars and Rue, 1988). The success of the organization to achieve the goals and objectives is determined by manager and employee performance. In most of the organizations, individual performance is a key factor determining organizational success—how well employees perform the work has an impact on productivity and organizational performance. One effort to optimize the maximum performance is to carry out OCB. OCB is individual behavior based on personal judgment, neither directly nor openly recognized by the formal reward system and overall it encourages the effective functioning of the organization (Organ, 1988:4). OCB is beneficial for employees in organizational life. OCB is based on a motif or dominant value. Volunteerism in the form of behavior does not necessarily reflect the actual willingness. Indeed, it is not always easy to know the values of the employees. Therefore, pragmatically management practices within organizations are often oriented to what can be observed, i.e. behavior. Behavior is often based on external reward and punishment (Triyono and Santosa, 2009:2). Many factors can influence OCB, such as organizational culture, compensation, and organizational commitment.

**Figure 1. Research Framework and Notation**



## 2.7 Research Hypothesis

Organizational culture that is able to bring its members to improve performance in the achievement of organizational goals is not easy to build. This is because basically humans have different behavioral characteristics in accordance with the level of their needs. Cultural organization has a goal to change attitudes and behavior of human resources in order to increase labor productivity to face many challenges in the future. The benefits of implementing good organizational culture is that it can improve the spirit of mutual cooperation, increase togetherness and openness, build better communication, improve labor productivity, increase responsiveness to developments of the world, and so forth, most of which are part of OCB (Oemar, 2013:66). Research results by Oemar (2013), Rini *et al.* (2013), Darsana (2013), and Harwiki (2013) show that organizational culture affects OCB. Compensation is accepted by employees as remuneration for their work. Compensation not only is important as a major impetus but also affects employee morale. Employees can voluntarily perform activities that exceed tasks assigned such as providing extra service to consumers. Additionally, in situations and under certain conditions, employees must change shift work with another fellow employees and even replace colleagues in the line of duty job (Fitrianasari *et al.*, 2012:13). Research results by Fitrianasari *et al.* (2012) show that compensation affects OCB. Organizational commitment is a psychological condition that characterizes the relationship between employees with the organization. The implication is employees staying as a member of the organization. Commitment can be defined as the willingness of social actors to provide energy and loyalty to the social system as an effective complement to the organization, regardless of the relationship. Employees will remain with the organization in joy or sorrow, attend work on a regular basis, give the whole day (maybe more), protect the company's assets, share objectives of the company, and others. Having employees that are committed would increase the benefits of an organization (Brahmasari, 2008:277). Results of research by Brahmasari (2008), Soegiono (2010), Sena (2011), Oemar (2013), Prabowo and Setiawan (2013), Rini *et al.* (2013), William and Setiawan (2013), Gosaria and Setiawan (2014), Foote and Tang (2008), and Khan and Rashid (2012) show that organizational commitment affects Organizational Citizenship Behavior. Based on the description, the hypothesis proposed is as follows:

**H1:** Organizational culture, compensation, and organizational commitment affect organizational citizenship behavior.

Organizational culture is a common perception among all members of the organization about the true meaning of togetherness (Siagian, 2009:188). Every organization has a characteristic or distinctive identity, meaning that every organization has its own personality that sets it apart from other organizations. When the organizational culture is beneficial to individual needs, for example, paying attention to the interests of workers and achievement-oriented, it can be expected that behavior toward goal is good. Results of research by Widodo

(2010) and Cahyono (2012) show that organizational culture affects employee performance. Compensation is paid to employees in exchange for the job they do (Build 2012: 255). Compensation is paid to attract capable and qualified employees into the organization, encourage employees to achieve more, maintain productive and qualified employees to remain loyal, ensure fairness, control costs, follow the rule of law, and improve administrative efficiency. Research results by Dhermawan *et al.* (2012) show that compensation affects organizational performance. Organizational commitment is a psychological and physical feeling of connection or attachment of employees to the organization where they work or the organization in which they become members (Wirawan, 2013:713). Employees who are highly committed trying to work optimally with good performance. Research results by Mamik (2010), Wijayanti (2010), Suwardi and Utomo (2011), and Murty and Hudiwinarsih (2012) show that organizational commitment affects employee performance. Based on the description, the hypothesis proposed is as follows:

**H2:** Organizational culture, compensation, and organizational commitment affect employee performance.

OCB is beneficial to employees in organizational life (Rini, 2013:70). OCB is based on a motif or dominant value. Volunteerism in the form of behavior does not necessarily reflect the actual willingness. Indeed, it is not always easy to know the values of the employee. Employees who have high OCB are expected to achieve optimal performance. Performance is the result of quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given (Mangkunegara, 2009:67). Information on high and low employee performance cannot be obtained for granted, but it must be obtained through a long process of employee assessment (Sutrisno, 2012:151). Research results by Ticoalu (2013) show that Organizational Citizenship Behavior affects employee performance. Based on the description, the hypothesis proposed is as follows:

**H3:** Organizational citizenship behavior affects employee performance.

Organizational culture is the values, principles, traditions, and ways of working that are shared by the members of the organization and affect the way they act (Robbins and Coulter, 2010: 63). The higher the level of acceptance of the employees on the organization's core values and the greater the commitment to these values, the stronger the culture of the organization will be (Robbins and Coulter, 2010:65). One of them is positive actions through OCB which ultimately affects the performance of these employees. Compensation is something accepted by employees as remuneration for work (Sunyoto, 2012:29). Employee satisfaction to the compensation received by the organization in which they work will result in positive actions, such as not complaining, being more productive and always present in the workplace. Positive OCB ultimately affects employee performance. Commitment is the degree to which a person is familiar with the company and its objectives (Kreitner and Kinicki, 2014:165). Organizational commitment is important because committed people are expected to show a willingness to work harder in order to achieve organizational goals and have a greater desire to keep working in the company (Kreitner and Kinicki, 2014:165). If an organization treats its employees fairly and reward sensibly as well as provides job security, employees are more likely to feel satisfied and do things to improve attitudes (Moorhead and Griffin, 2013:73). High commitment employees will do anything to support the success of themselves and the organization, through OCB. The more frequent the OCB, the better the expected performance will be. Results of research by Widodo (2010), Cahyono (2012), Dhermawan *et al.* (2012), Rahayu *et al.* (2013), Suwati (2013), Mamik (2010), Wijayanti (2010), Suwardi and Utomo (2011), Murty and Hudiwinarsih (2012), and Ticoalu (2013) show that organizational culture, compensation, and organizational commitment affects employee performance through OCB. Based on the description, the hypothesis proposed is as follows:

**H4:** Organizational culture, compensation, and organizational commitment affect employee performance through organizational citizenship behavior.

### 3. Research Method

#### 3.1 Research Design

This study was explanatory aiming to obtain a complete picture and clarify or explain a phenomenon, explain relationships, test effect (causality) between variables, evaluate, and know the difference or ratio. The type of data in this study is a subject sourced from the primary data of employees of garment companies in Semarang. The data was collected through questionnaires. Analysis to answer the hypothesis in this study was done using the analysis of Structural Equation Modeling (SEM) aided with AMOS and SPSS (Statistical Package for the Social Scientist) program package.

#### 3.2 Sampling

The study population was employees of garment companies in Semarang Regency that have been in the business for at least 5 years with 43,056 employees (Dinsosnakertrans Semarang). The sample in this research was the manufacturing employees who have worked for at least two years whose status were permanent employees. Samples chosen were as many as 120 employees.

### 3.3 Research Variables and Notation

Organizational culture (X1) is the assumption that is shared and received in such a closed way and is held by a group that determines how it is perceived and thought and reacts to diverse environment (Kreitner and Kinicki, 2014:62). Organizational culture is a special pattern of assumptions, values, and norms that shape the activities, language, symbols, and events of employees' socialization in the company (Jackson *et al.*, 2010:71). Organizational culture is reflected through indicators of professionalism (X11), power distance (X12), and trust on coworkers (X13), regularity (X14), and integration (X15).

Compensation (X2) is the total amount (money, salaries, and commissions), incentives, benefits, privileges, and gifts given by the organization. The purpose of compensation system in most organizations is to attract, retain, and motivate qualified employees (Moorhead and Griffin, 2013: 159). Compensation is something accepted by employees as remuneration for work. Compensation is reflected through appropriate salary (X21), interesting bonus (X22), interesting incentives (X23), allowance (X24), and reward (X25).

Organizational commitment (X3) is the extent to which organization's members identify themselves and engage in the organization (Meyer and Allen, 1991). Organizational commitment is the degree to which a person is familiar with the company and its objectives. Organizational commitment is reflected through indicators of affective commitment (X31), continuance commitment (X32), and normative commitment (X32).

Organizational Citizenship Behavior (Y1) is individual behavior based on personal judgment, not directly or openly recognized by the formal reward system and it encourages the effective functioning of the organization (Organ, 1988:4). Organizational Citizenship Behavior is a voluntary behavior that is visible and can be observed. Organizational Citizenship Behavior indicators are reflected through sportsmanship (Y11), civic virtue (Y12), conscientiousness, altruism (Y13) and courtesy (Y14).

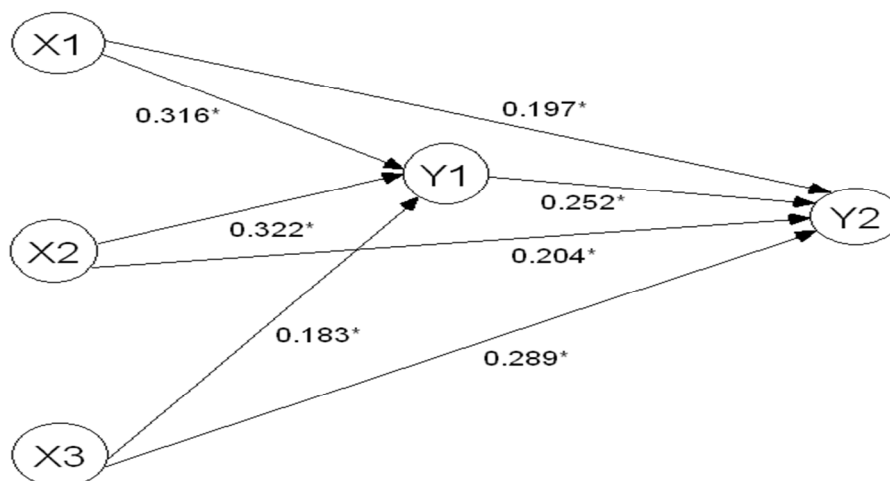
Employee performance (Y2) is a record of the outcome from a particular job or activity during a specific time (Bernardin and Russell, 1993:90). Employee performance is a real behavior of each employee as the resulting performance in accordance with the role in the company. Employee performance is reflected through quality (Y21), quantity (Y22), timeliness (Y23), cost effectiveness (Y24), need for supervision (Y25), and interpersonal impact (Y26).

## 4. Findings

### 4.1 The Results of Structural Equation Model (SEM)

Structural Equation Model is used to test model of causality built by the researchers. The results of SEM showed that the data was normally distributed, free from multi-collinearity between variables observed and free from outliers for each unit of observation, as many as 120 units. Full analysis model was used to test the suitability of a causal relationship between the variables and the facts found in the study. SEM results are shown in Figure 2.

**Figure 2. Full Model of SEM**



Note: \*) level of significance not more than 0.05

The fit model test results demonstrate the chi-square value of 213.153 smaller than the chi square table ( $\alpha$  at 0.05 and DF at 244) of 281.437. Chi square probability value calculated at 0.924 is greater than the level of  $\alpha$  at 0.05, which means the covariance matrix between predictions with actual observations is the same. While the other results of goodness of fit show the value of CMIN/DF of  $0.874 \leq 2.00$ , TLI of  $1.008 \geq 0.95$ , CFI of  $1.000 \geq 0.95$ , and RMSEA of  $0.000 \leq 0.08$  according to the cut of value specified. Based on the results of the goodness of fit, it can be concluded that the SEM can be categorized as good to illustrate the relationship of

causality between the variables.

#### 4.2 Hypothesis Testing

Testing the hypotheses can be done based on the critical ratio value and the probability value resulted by the regression weight, in which it needs a CR value  $\geq 1.96$  and probability value  $\leq \alpha$  (0.05), as a condition of acceptance of the hypothesis. Results of CR values and probabilities among the variables hypothesized are presented in Table 1.

**Table 1. The Results of Causality Test of Variables**

Independent	effect	Dependent	Estimate standardized	S.E.	C.R.	P
X1 – Organizational culture	→	Y1- OCB	.316	.087	3.652	.000
X2 – Compensation	→	Y1- OCB	.322	.094	3.954	.000
X3 – Organizational commitment	→	Y1- OCB	.183	.090	2.183	.029
X1- Organizational culture	→	Y2 – Employee Performance	.197	.076	2.312	.021
X2 – Compensation	→	Y2 – Employee Performance	.204	.083	2.511	.012
X3 – Organizational commitment	→	Y2 – Employee Performance	.289	.077	3.593	.000
Y1 – OCB	→	Y2 – Employee Performance	.252	.080	2.791	.005

Based on the results of the analysis, then we went further to the hypothesis testing.

H1: Hypothesis testing on organizational culture, compensation, and organizational commitment toward OCB

CR value of organizational culture against OCB was 3.652, compensation against OCB was 3.954, and commitment against OCB was 2.183. Each CR value is greater than 1.96. The value of p (probability) of organizational culture against OCB was 0.000, compensation against OCB was 0.000 and organizational commitment against OCB was 0.029. Each p (probability) value is smaller than 0.05. Based on this comparison, the first hypothesis is accepted, that organizational culture, compensation, and organizational commitment significantly influences OCB.

H2: Hypothesis testing on organizational culture, compensation, and organizational commitment toward employee performance.

CR value of organizational culture against employee performance was 2.312, compensation against employee performance was 2.511, and commitment against employee performance was 3.593. Each CR value is greater than 1.96. The value of p (probability) of organizational culture against employee performance was 0.021, compensation against employee performance was 0.012, and organizational commitment against employee performance was 0.000. Each p (probability) value is smaller than 0.05. Based on this comparison, the second hypothesis is accepted, that organizational culture, compensation, and organizational commitment significantly influences employee performance.

H3: Hypothesis testing on OCB toward employee performance.

CR value of OCB against employee performance was 2.791 and is bigger than the value of 1.96. The value of p (probability) of OCB against employee performance is 0.05 smaller than or equal to 0.05. Based on the results, the third hypothesis which states that OCB significantly influences employee performance is accepted.

H4: Hypothesis testing on organizational culture, compensation, and organizational commitment toward employee performance through OCB.

The fourth hypothesis testing on the effect of organizational culture, compensation, and organizational commitment on employee performance through OCB can be seen by the direct effect and total effect as shown in Table 2.

**Table 2. The Effect of Relationship of Variables**

Variable	Organizational Commitment	Compensation	Organizational Culture	OCB	Employee Performance
Standardized Direct Effects					
Y1 - OCB	.183*	.322*	.316*	.000	.000
Y2 – Employee Performance	.289*	.204*	.197*	.252*	.000
Standardized Total Effects					
Y1- OCB	.183*	.322*	.316*	.000	.000
Y2- Employee Performance	.335*	.285*	.277*	.252*	.000

Note: \*) level of significance not more than 0.05

The direct effect of organizational culture, compensation, and organizational commitment to employee performance is indicated by the value of 0.289, 0.204, and 0.197. The total effect of organizational culture, compensation, and organizational commitment to employee performance is indicated by the value of 0.335, 0.285, and 0.277. Evaluation shows that the total effect (0.335, 0.285, and 0.277) is greater than the direct effect

(0.289, 0.204, and 0.197). Results of this comparison show that the fourth hypothesis which states the organizational culture, compensation, and organizational commitment affects employee performance through OCB is accepted.

#### 4.3 Confirmatory Factor Analysis

The CFA results are shown by the factor loading ( $\lambda$ ) of each indicator. The factor loading values are shown in Table 3.

Table 3. Factor Loading of the Research Indicators

X1	$\lambda$	X2	$\lambda$	X3	$\lambda$	Y1	$\lambda$	Y2	$\lambda$
X11	<b>0.941*</b>	X21	<b>0.928*</b>	X31	<b>0.943*</b>	Y11	0.950*	Y21	0.943*
X12	<b>0.937*</b>	X22	0.960*	X32	<b>0.941*</b>	Y12	<b>0.927*</b>	Y22	<b>0.938*</b>
X13	<b>0.946*</b>	X23	<b>0.946*</b>	X33	0.957*	Y13	<b>0.944*</b>	Y23	<b>0.942*</b>
X14	<b>0.946*</b>	X24	<b>0.928*</b>			Y14	<b>0.949*</b>	Y24	<b>0.930*</b>
X15	0.961*	X25	<b>0.929*</b>			Y15	<b>0.939*</b>	Y25	<b>0.919*</b>
								Y26	<b>0.937*</b>

Note: \*) level of significance not more than 0.05

CFA results indicate that factor loading for each indicator exceeds the cut-off suggested (0.5). This evaluation shows that the indicators of professionalism (X11), power distance (X12), trust on coworkers (X13), regularity (X14), and integration (X15) do reflect organizational culture.

Appropriate salary (X21), interesting bonus (X22), interesting incentives (X23), allowance (X24), and reward (X25) do reflect compensation.

Affective commitment (X31), continuance commitment (X32), and normative commitment (X32) does reflect organizational commitment.

Sportsmanship (Y11), civic virtue (Y12), conscientiousness, altruism (Y13), and courtesy (Y14) do reflect OCB.

Quality (Y21), quantity (Y22), timeliness (Y23), cost effectiveness (Y24), need for supervision (Y25), and interpersonal impact (Y26) do reflect employee performance.

## 5 Discussion

Finding for employee performance: The results of data analysis showed that quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact do reflect performance of the garment industry employees. This result is consistent with the theory of Bernardin and Russel (1993:237) that there are six indicators of employee performance, i.e. quality, quantity, timeliness, cost effectiveness, need for supervision and interpersonal impact. For the garment industry in Semarang Regency, it is found out that quality of work is more able to reflect employee performance. Thus the present study has found that the quality of work becomes the most excellent measure to performance of employees, especially in the garment industry.

Finding for Organizational Citizenship Behavior: The results of data analysis showed that sportsmanship, civic virtue, conscientiousness, altruism, and courtesy do reflect Organizational Citizenship Behavior. This is consistent with the theory of Organ (1988:4) that there are five indicators of organizational citizenship behavior, i.e. sportsmanship, civic virtue, conscientiousness, altruism, and courtesy. For the garment industry in Semarang Regency, it is found out that sportsmanship reflects OCB more than other indicators. Thus the present study has found that sportsmanship becomes a benchmark for the employee to perform OCB in the garment industry.

Finding for organizational culture: The results of data analysis showed that professionalism, power distance, trust on coworkers, regularity, and integration do reflect organizational culture. This is consistent with the theory of Kreitner and Kinicki (2014: 62) that there are five indicators of organizational culture, i.e. professionalism, power distance, trust on coworkers, regularity, and integration. Among the five indicators proposed by Kreitner and Kinicki (2014: 62), the results of this study found that integration is more able to reflect organizational culture. Thus the present study has found that integration in the garment industry in Semarang Regency becomes a reflection of the organizational culture.

Finding for compensation: The results of data analysis showed that appropriate salary, interesting bonus, interesting incentives, allowance, and reward do reflect compensation. This is consistent with the theory of Moorhead and Griffin (2013:159) that there are five indicators of compensation, i.e. appropriate salary, interesting bonus, interesting incentives, allowance, and reward. Of the five indicators proposed by Moorhead and Griffin (2013:159), this study has found that bonus becomes a reflection of compensation in the garment industry in Semarang Regency.

Finding for organizational commitment: The results of data analysis showed that affective, continuance, and normative commitment does reflect organizational commitment. This result is consistent with the theory of Meyer and Allen (1991:67) that there are three indicators of organizational commitment, i.e. affective,



continuance, and normative commitment. The results of this study found that normative commitment plays a bigger role according to respondents' perception to explain organizational commitment in the garment industry in Semarang Regency.

Organizational culture, compensation, and organizational commitment have been proven to have positive and significant effect on OCB. The CR value of organizational culture was 3.652, compensation was 3.954, and organizational commitment was 2.183. Each CR value is greater than the value of 2, which is a requirement of accepting the hypothesis. The p-value of organizational culture was 0.000, compensation was 0.000, and organizational commitment was 0.029. Each p-value is less than 0.05, which is a requirement of accepting the hypothesis. Based on the results obtained, then organizational culture, compensation, and organizational commitment significantly influences OCB. The positive value obtained indicates that the better the implementation of organizational, as well as an increase in compensation and organizational commitment, the better OCB of the employees in the garment industry in Semarang Regency.

Organizational culture, compensation, and organizational commitment have been proven to have positive and significant effect on employee performance. The positive value obtained indicates that the better the implementation of organizational, as well as an increase in compensation and organizational commitment, the better performance of employees in the garment industry in Semarang Regency.

Based on the results of SEM analysis, the total influence of organizational culture, compensation, and organizational commitment to employee performance through OCB is greater than the direct influence of organizational culture, compensation, and organizational commitment to employee performance. With this result, then OCB is a mediating variable that will effectively help to improve the performance of employees in the garment industry in Semarang Regency.

## 6. Conclusions

Organizational culture with well-established cooperation among departments, the system of compensation with bonus adjusted to the profits of the company, and also increase organizational commitment of employees by educating employees to remain loyal to the organization will further improve OCB and performance of employees in the garment industry in Semarang Regency.

Increasing OCB with readiness to help those in need will improve the performance of employees in the garment industry in Semarang Regency. Organizational culture, compensation and organizational commitment in the garment industry in Semarang Regency leads and are oriented to increase OCB, and together they can improve employee performance.

## 7. Recommendations

Research results show that organizational culture, compensation, and organizational commitment affect employee performance through OCB. These results reinforce previous theories about the variables that affect employee performance through OCB as the mediating variable.

Implementation of organizational culture should be directed to further improve the performance of employees. This can be done by providing knowledge, emphasizing the cooperation between departments, and foster a sense of loyalty of employees to management. Compensation awarded should be considered to be improved such as increasing the value of salaries, incentives, bonuses and rewards that can be a stimulus to increase performance. The commitment of employees to work in the company needs to be improved through programs such as the adoption of a working system that makes employees become more engaged with the company, i.e. provision of a pension plan that can be obtained employees and a clear career development for employees.

The role of OCB as a mediating variable between organizational culture, compensation, and organizational commitment to performance should be a major concern, meaning that management should work to improve OCB of employees in order to further improve the performance. Increase in performance can be seen through indicators such as readiness to help coworkers, while still consider the impact of the help given. Management must make media which provide information on the development and progress of the company and also make clear rules.

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