The Effect Of Workload, Organizational Culture And Communication On Organizational Citizenship Behavior With Organizational Commitment As An Intervening Variable At Pt. Daihatsu Capella Medan

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Abstract: The purpose of the study was to determine the direct and indirect effects of workload variables, organizational culture, communication on organizational citizenship behavior through organizational commitment in employees of PT Daihatsu Capella Medan. This type of research is causal associative and uses quantitative research methods. The population in this study were all employees at PT Capella Medan Daihatsu totaling 78 people. The sample withdrawal method uses nonprobability sampling method with census sampling technique. So the sample in this study amounted to 78 employees at PT Capella Medan Daihatsu. The results of the study are workload directly has a significant effect on organizational commitment of PT Capella Medan Daihatsu, organizational culture directly has a significant effect on organizational commitment of PT Capella Medan Daihatsu, communication directly has a significant effect on organizational commitment of PT Capella Medan Daihatsu, workload directly has a significant effect on organizational citizenship behavior of PT Capella Medan Daihatsu, work culture directly has a significant effect on organizational citizenship behavior of PT Capella Medan Daihatsu, communication directly has a significant effect on organizational citizenship behavior of PT Capella Medan Daihatsu. Capella Medan Daihatsu, organizational commitment directly has a significant effect on organizational citizenship behavior of PT. Capella Medan Daihatsu, workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu, organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu, communication indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

Keywords: Workload, organizational culture, communication, organizational commitment, organizational citizenship behavior.

1. INTRODUCTION

Employees as qualified human resources will make it easier for the company to achieve its goals (Rahayu, 2018). One of the concepts of concern in human resource management is Organizational Citizenship Behavior (OCB). According to Organ et al. (2015), OCB is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate improves the effective functioning of the organization. PT Capella Medan Daihatsu, as one of the authorized Daihatsu dealers in North Sumatra, faces challenges in improving employee performance to face competition in the automotive industry. Data from the Indonesian Automotive Industry Association (Gaikindo) shows that car sales in Indonesia have fluctuated in recent years. In 2019, car sales reached 1,030,126 units, but experienced a significant decline of 48% in 2020 to 532,407 units due to the COVID-19 pandemic. Although there was a recovery in 2021 with sales of 887,202 units, this figure still did not return to pre-pandemic levels (Gaikindo, 2022).

In the context of PT Capella Medan Daihatsu, an in-depth understanding of the factors that influence OCB is crucial to improve overall organizational performance. Workload, as one of the main variables in this study, needs to be carefully evaluated. According to a study conducted by Rahman et al. (2020), optimal workload can stimulate employee creativity and productivity, but excessive workload tends to reduce employee motivation and ability to engage in OCB behavior. On the other hand, a strong and positive organizational culture can be a catalyst for encouraging OCB. Schein and Schein (2017), emphasize that organizational cultures that promote values such as teamwork, innovation, and customer orientation tend to create an environment conducive to the emergence of OCB behaviors. An in-depth understanding of how these factors influence OCB is critical to improving organizational performance.

Based on the results of a pre-survey conducted on 30 employees of PT Capella Medan Daihatsu, the level of organizational citizenship behavior on employees is quite high, this is evidenced by the average level who answered yes as many as 19 people (62.5%) and who answered no as many as 11 people (37.5%). The level of employee concern for the surrounding environment is classified as good. However, the results of respondents' answers do not indicate that all aspects of OCB in employees are quite good, this is evidenced by the dominant employees who answered that they were not willing to replace the duties of absent friends, namely 18 people (60%) and 12 people (40%) who answered willing. As well as the answer that employees did not come earlier than operational hours to complete the work that was delayed was greater, namely 16 people (53.3%) and 14 people (46.7%) who answered willing to come earlier.

The results of the workload survey at PT Capella Medan Daihatsu provide a diverse picture of the various aspects of workload faced by employees. This data includes physical, mental, time, emotional and responsibility burdens. Let's analyze each aspect and its implications for working conditions in the company. Physical burden appears to be quite high, with 66.7% of employees reporting feeling physically tired at the end of the workday. This suggests that most employees experience considerable physical demands in their work. This can have an impact on long-term productivity and employee well-being if not managed properly. In terms of mental burden, only 36.7% of employees feel overwhelmed by their work. This shows that the majority of employees feel able to manage their mental workload well. However, there is still a third of employees who feel overwhelmed, which needs attention to prevent potential stress and mental fatigue.

The majority of previous research tends to focus on organizational culture in general, without considering cultural variations between departments or sub-units within the same organization. This creates a gap in the understanding of how micro-cultural differences within organizations can influence OCB. Secondly, previous studies often ignore the role of potential moderators such as individual characteristics, leadership style, or other contextual factors in the relationship between culture and OCB. This raises questions about the conditions under which organizational culture has a stronger or weaker impact on OCB. Furthermore, most research on the culture-OCB relationship was conducted in the context of Western countries, creating a gap in the understanding of how these dynamics apply in the context of different national cultures, especially in developing countries or in multicultural organizations. In addition, longitudinal studies investigating how changes in organizational culture over time affect OCB are still rare, leaving gaps in the understanding of the dynamic aspects of this relationship.

The results of the organizational culture pre-survey at PT Capella Medan Daihatsu show a diverse picture of various aspects of the company culture. This data provides important insights into employee perceptions of core values, proactivity, respect for individuals, and teamwork. Understanding of the company's core values shows fairly balanced results. A total of 56.7% of employees stated that they clearly understood the company's core values, while 43.3% felt otherwise. This indicates that while more than half of employees understand the company's values, there is still a significant portion that require further clarification or socialization of the values. On the other hand, teamwork emerged as a very strong aspect of the organization's culture, with 90% of employees feeling the company encourages teamwork in completing tasks. This indicates a strong collaborative culture, which can be a valuable asset for the company in facing challenges and achieving common goals. Overall, with an average of 61.7% positive responses, PT Capella Medan Daihatsu has a fairly good foundation in its organizational culture. However, the company needs to focus on improving the understanding of core values and especially on respecting the uniqueness of individuals.

Meanwhile, organizational culture also plays an important role in the formation of OCB. According to Saputra et al., (2019), explained that a strong and positive organizational culture can encourage employees to show OCB behavior, because they feel more attached to the values and goals of the organization. This is in line with the findings of Jiang et al., (2022), which states, Organizational cultures that support collaboration and shared values tend to encourage OCB behavior among employees. Communication in

organizations is also considered an important factor influencing OCB. According to Men and Yue (2019), explaining that effective communication in organizations not only improves task performance, but also encourages employees to engage in OCB behaviors that benefit colleagues and the organization as a whole.

Organizational communication also plays a vital role in shaping OCB. Research conducted by Kang and Sung (2017) showed that effective internal communication not only increases employees' understanding of organizational goals, but also encourages them to contribute more than just their formal duties. Cesário and Chambel (2017) found that employees with high levels of organizational commitment are more likely to show OCB, even in situations where workload is high or organizational culture is less than ideal. The results of the work communication survey at PT Capella Medan Daihatsu showed a mixed picture of communication effectiveness within the company. The most prominent aspect is information disclosure, where all employees (100%) agree that important information is always conveyed openly. This indicates an excellent level of transparency in information dissemination, which is an important foundation for building employee trust and engagement.

Cross-departmental communication also shows quite positive results, with 66.7% of employees finding it easy to communicate with colleagues from other departments. However, there is still room for improvement, given that a third of employees still experience difficulties in this aspect. This points to the need for initiatives to further facilitate interaction and collaboration between departments. On the other hand, the survey revealed some areas that require serious attention. Only 40% of employees felt that messages from management were always consistent, and the same percentage felt that the company's communication style encouraged cooperation. This indicates problems in the consistency of management messages and the effectiveness of communication styles in facilitating cooperation. Inconsistencies in management communication can lead to confusion and lower employee trust, while communication styles that don't encourage cooperation can stifle productivity and innovation.

In addition to these factors, organizational commitment is also considered as a variable that can mediate the relationship between these factors and OCB. Meyer and Allen (2016) define organizational commitment as "a psychological state that characterizes an employee's relationship with the organization and has implications for the decision to continue membership in the organization." Akturan and Çekmecelioğlu (2021), found that organizational commitment acts as an important mediator in the relationship between human

resource management practices and OCB, suggesting that committed employees are more likely to exhibit voluntary behaviors that benefit the organization. Based on the results of the pre-survey, an internal survey of PT Capella Medan Daihatsu, it was found that 56.7% of the 30 employees did not find it difficult to leave the company, while 53.3% considered that they would leave this company because they felt they did not have to be responsible for the people in the company. These pre-survey results indicate problems with employee engagement and a low sense of responsibility to the organization. These findings indicate low levels of continuance commitment and normative commitment among PT Capella Medan Daihatsu employees.

Based on the background described above, the problem can be identified as follows:

1. 66.7% of employees report feeling physically tired at the end of the workday. This suggests that most employees experience considerable physical demands in their work.

2. 46.7% of employees often work overtime to meet deadlines. While this is not a majority, it is a significant number and indicates time pressure that needs to be addressed in workload management.

3. 80% of employees feel that the company encourages them to be proactive in achieving targets. This indicates a results-oriented and initiative culture, which can be a great strength for the company in achieving its goals. However, there is an area that needs serious attention, which is the appreciation of employee uniqueness.

4. Only 20% of employees feel that the company values their uniqueness, while 80% feel otherwise. This indicates a potential problem in terms of individual recognition and may indicate a culture that is too homogenous or lacks respect for diversity.

5. Only 40% of employees feel messages from management are always consistent, and the same percentage feel the company's communication style encourages cooperation.

6. The majority of employees who feel it is not difficult to leave the company, suggesting a lack of binding factors such as adequate benefits or incentives. Meanwhile, weak normative commitment is reflected in the attitude of the majority of employees who feel no moral obligation or responsibility towards coworkers and the company.

2. LITERATURE REVIEW

A. Organizational Citizenship Behaviour (Y)

According to Aprianti (2019) organizational citizenship behavior is as individual behavior that is free (discretionary), which does not directly and explicitly get expectations from the formal reward system, and which overall encourages the

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

B. Organizational Commitment (Z)

According to Yusuf & Syarif (2018), explaining that organizational commitment is one of the topics that has always been a good reference for management of an organization as well as researchers with a special interest focusing on human behavior. Organizational commitment is defined as a condition in which an employee sides with the organization and its goals and is willing to maintain his membership in a particular job as an employee, while high organizational commitment means siding with the organization and recruiting the individual (Robbins, 2016).

C. Workload (X₁)

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

D. Organizational Culture (X₂)

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

E. Communication (X₃)

According to Hardjana (2016), explains that communication is an activity where someone conveys a message through a certain media to another person and after receiving the message then responds to the sender of the message. Communication is the process of transferring information, understanding and understanding from someone, somewhere, or something to something, somewhere or someone else (Sikula, 2017).

F. Conseptual Framework

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

G. The effect of workload on organizational commitment

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

H. The effect of organizational culture on organizational commitment

Recent research shows that organizational culture has a significant influence on organizational commitment. The study by Lee et al. (2023) found that a strong and positive organizational culture, which includes values such as collaboration, innovation, and trust, can increase employees' commitment to the organization. Employees who feel that their organizational culture supports and matches their personal values are more likely to have a high commitment to the organization. This in turn increases their engagement at work and reduces their intention to leave the organization. Research by Kim and Park (2022) also supports these findings, showing that an inclusive and adaptive organizational culture contributes to an increase in employees' affective commitment, which is a form of commitment in which employees feel emotionally attached to their organization.

I. The effect of communication on organizational commitment

Effective communication in organizations has a significant influence on organizational commitment. A study by Smith et al. (2023) found that open, clear, and transparent communication between management and employees increases employees' sense of involvement and trust in the organization. Employees who feel they have

sufficient and accurate information about organizational goals and policies are more likely to have higher commitment. Research by Jones and Brown (2022) also showed that effective communication not only contributes to a better understanding of employees' roles and responsibilities, but also strengthens their sense of belonging and emotional attachment to the organization.

J. The effect of workload on organizational citizenship behavior

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

K. The effect of organizational culture on organizational citizenship behavior

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

L. The effect of communication on organizational citizenship behaviour

Komunikasi yang efektif dalam organisasi memiliki pengaruh signifikan terhadap Organizational Citizenship Behavior (OCB). Studi oleh Smith et al. (2023) menemukan bahwa komunikasi yang terbuka, jelas, dan transparan antara manajemen dan pegawai meningkatkan rasa keterlibatan dan kepercayaan pegawai terhadap organisasi, yang pada gilirannya mendorong perilaku kewargaan organisasi. Pegawai yang merasa mendapatkan informasi yang cukup dan akurat tentang tujuan dan kebijakan organisasi lebih cenderung berpartisipasi dalam kegiatan yang mendukung organisasi di luar peran

formal mereka. Penelitian oleh Jones dan Brown (2022) juga menunjukkan bahwa komunikasi yang efektif memperkuat pemahaman tentang tanggung jawab dan ekspektasi kerja, serta meningkatkan motivasi pegawai untuk berkontribusi secara sukarela pada tugas-tugas tambahan yang bermanfaat bagi organisasi.

M. The effect organizational commitment on organizational citizenship behaviour

Organizational commitment has a significant influence on Organizational Citizenship Behavior (OCB). The study by Zhang et al. (2023) found that employees with high levels of organizational commitment are more likely to show organizational citizenship behavior. Strong organizational commitment creates a sense of emotional attachment and responsibility of employees to the organization, which encourages them to contribute more than just the required tasks. Employees who feel emotionally attached to their organization are more motivated to help colleagues, make constructive suggestions, and participate in additional activities that benefit the organization. Research by Li and Wang (2022) also supports these findings, suggesting that organizational commitment serves as a key driver in increasing positive workplace behaviors.

N. The effect of workload on organizational citizenship behavior through organizational

commitment

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

However, this study also shows that organizational commitment can mediate the negative effect of workload on OCB. Employees with high organizational commitment tend to continue to demonstrate OCB despite facing heavy workloads, due to their sense of responsibility and emotional attachment to the organization. Research by Li and Zhao (2022) supports this finding by showing that organizational commitment can reduce the negative impact of high workload by increasing employees' intrinsic motivation to contribute to the organization. Employees who feel emotionally attached

to their organization are more likely to engage in behaviors that benefit co-workers and the organization as a whole, even though they face high workloads.

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

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

P. The effect of communication on organizational citizenship behavior through organizational commitment

Effective communication in an organizational context can play a significant role in shaping employee commitment to the organization, which in turn influences their level of participation in organizational citizenship behavior. A study by Kim et al. (2020) found that open, clear, and continuous communication between management and employees can improve employees' perceptions of organizational support for them. When employees feel that the information and feedback provided by management is consistent and transparent, they are more likely to develop a sense of attachment and responsibility to the organization. This can encourage them to be more actively involved in activities beyond their primary duties, such as helping coworkers or contributing to organizational initiatives.

In addition, a study by Lee and Park (2021) highlighted that effective communication also facilitates a better understanding of organizational goals and work expectations. When employees feel that they have a clear understanding of how their contributions support the organization's vision and mission, they are more motivated to commit to the organization. Thus, good communication not only improves the

relationship between management and employees but also strengthens employees' commitment to the organization, which ultimately encourages them to exhibit organizational citizenship behavior.
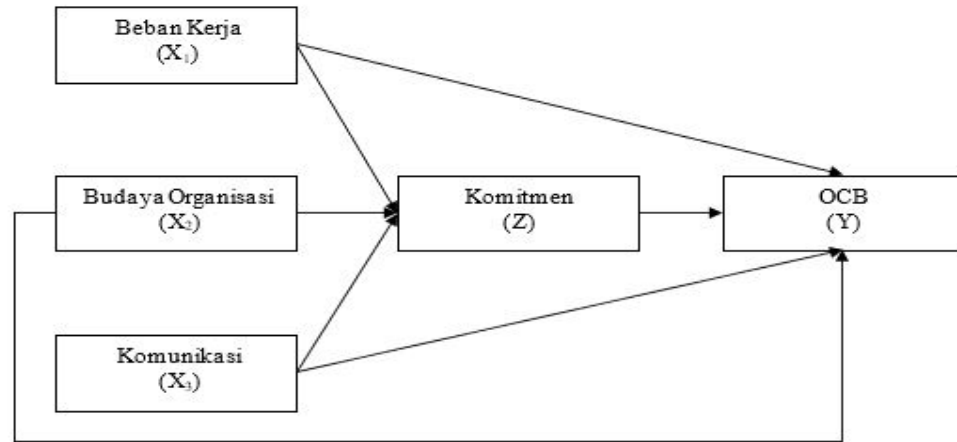

Figure 1.Conseptual Framework

Source: by researcher (2024)

3. RESEARCH HYPOTHESIS

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

a. Workload directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

b. Organizational culture directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

c. Communication directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

d. Workload directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

e. Organizational culture directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

f. Communication directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

g. Organizational commitment directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

h. Workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

i. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

j. Communication indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

4. RESEARCH METHODOLOGY

A. Types and Methods of Research

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

B. Location and Time of Research

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

C. Population and Sample

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

Tabel 1. Distribution of Employee Divisions PT. Daihatsu Capella Medan

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

Source: PT. Capella Medan Daihatsu (2024)

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

D. Data Collection Technique

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

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

E. Data Analysis Techniques

a) Descriptive Statistical Analysis

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

b) Inferential Statistical Analysis

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

F. Outer Model Analysis

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

a. Convergent Validity is an indicator that is assessed based on the correlation between item score/component score and construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The individual reflexive measure is said to be high if it correlates > 0.7 with the construct to be measured but the outer loading value between 0.5 - 0.6 is considered sufficient.

b. Discriminant Validity is a measurement model with reflective indicators assessed based on crossloading measurements with constructs. If the correlation of the construct with the measurement item is greater than the size of other constructs, then it shows that their block size is better than other blocks. While according to another method to assess discriminant validity is by comparing the squareroot of average variance extracted (AVE) value.

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

G. Inner Model Analysis

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

a. Hypothesis Testing, in hypothesis testing, it can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using the statistical value, then for alpha 5%. So the criteria for accepting or rejecting the hypothesis are Ha is accepted and H0 is rejected when the t-statistic> t-table. To reject or accept the hypothesis using probability, then Ha is accepted if the p value <0.05.

5. RESULTS AND DISCUSSION

A. Measurement Evaluation (Outer Model)

a. Validity Convergent

Tabel 2. *Loading Factor*

Variable		Statement	Outer Loading 1	Information	Outer Loading 2	Information
Workload (X_1)		X1.1	0.925	Valid	0.930	Valid
		X1.2	0.826	Valid	0.840	Valid
		X1.3	0.905	Valid	0.894	Valid
		X1.4	0.843	Valid	0.854	Valid
		X1.5	0.879	Valid	0.881	Valid
		X1.6	0.861	Valid	0.890	Valid
		X1.7	0.856	Valid	0.870	Valid
		X1.8	0.834	Valid	0.860	Valid
		X1.9	0.402	Invalid	-	-
Organizational Culture (X_2)		X2.1	0.800	Valid	0.879	Valid
		X2.2	0.738	Valid	0.875	Valid
		X2.3	0.840	Valid	0.938	Valid
		X2.4	0.789	Valid	0.861	Valid
		X2.5	0.733	Valid	0.873	Valid
		X2.6	0.675	Invalid	-	-
		X2.7	0.695	Invalid	-	-
		X2.8	0.767	Valid	0.857	Valid
Communication (X_3)		X3.1	0.874	Valid	0.908	Valid
		X3.2	0.834	Valid	0.848	Valid
		X3.3	0.909	Valid	0.930	Valid
		X3.4	0.851	Valid	0.873	Valid
		X3.5	0.832	Valid	0.889	Valid
		X3.6	0.533	Invalid	-	-
Organizational Commitment (Z)		Z.1	0.894	Valid	0.899	Valid
		Z.2	0.886	Valid	0.903	Valid

Variable		Statement	Outer Loading 1	Information	Outer Loading 2	Information
		Z.3	**0.895**	Valid	**0.909**	Valid
		Z.4	**0.897**	Valid	**0.909**	Valid
		Z.5	**0.893**	Valid	**0.895**	Valid
		Z.6	**0.907**	Valid	**0.912**	Valid
		Z.7	**0.809**	Valid	**0.797**	Valid
		Z.8	**0.488**	Invalid	-	-
Organizational Citizenship Behaviour (Y)		Y.1	**0.956**	Valid	**0.956**	Valid
		Y.2	**0.925**	Valid	**0.925**	Valid
		Y.3	**0.825**	Valid	**0.825**	Valid
		Y.4	**0.946**	Valid	**0.946**	Valid
		Y.5	**0.941**	Valid	**0.941**	Valid
		Y.6	**0.917**	Valid	**0.917**	Valid
		Y.7	**0.876**	Valid	**0.876**	Valid
		Y.8	**0.855**	Valid	**0.854**	Valid

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that all statement constructs after two outer loading processings were carried out because in outer loading 1 there were invalid statements so that the statements were deleted and processed in outer loading 2 so that all statement items were said to be valid, because the outer loading value was > 0.5.

b. Discriminant Validity

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

Table 3. Test Results *Average Variance Extracted (AVE)*

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

Source: Smart-PLS processed data (2024)

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

c. Composite Reliability dan Cronbach's Alpha

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

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

Variabel	Cronbach's Alpha	Composite Reliability
Workload	0.957	0.964
Organizational Culture	0.932	0.948
Communication	0.934	0.950
Organizational Commitment	0.956	0.964
Organizational Citizenship Behaviour	0.932	0.948

Source: Smart-PLS processed data (2024)

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

B. Structural Model Evaluation (Inner Model)

Table 5. Test Results R-Square (R^2)

Variable	R Square (R^2)
Organizational Citizenship Behaviour	0.784
Organizational Commitment	0.501

Source: Smart-PLS processed data (2024)

Based on the table above, the R Square value for the organizational citizenship behavior variable is 0.784, this means that the percentage of the influence of workload, organizational culture, communication, organizational commitment on organizational citizenship behavior is 78.4%, while the remaining 21.6% is explained by other variables not examined in this study. Furthermore, the R Square value for the organizational commitment variable is 0.501, this means that the percentage of the influence of workload, organizational culture, communication on organizational commitment is 50.1%, while the remaining 49.9% can be explained by other variables not examined in this study.

C. Test Results Direct Effects

Table 6. Test Results Direct Effect

	Original Sample (O)	Sample Mean (M)	Standar Deviasation (STDEV)	T Statistic (|O/STDEV|)	P Values
Workload -> OCB	0.188	0.181	0.071	2.659	0.008
Workload -> Organizational commitment	0.278	0.276	0.082	3.375	0.001
Organisational Culture -> OCB	0.209	0.201	0.090	2.307	0.021
Organisational Culture -> Organizational commitment	0.325	0.327	0.104	3.117	0.002
Communication -> OCB	0.228	0.216	0.100	2.276	0.023
Communication -> Organizational commitment	0.379	0.375	0.105	3.601	0.000
Organizational Commitment -> OCB	0.509	0.512	0.121	4.199	0.000

Source: Smart-PLS processed data (2024)

Based on the table above, the test results can be used to answer the hypothesis in this study. Hypothesis testing in this study by looking at the coefficient path (original sample), t-statistic value or p-value. With a significance of 5%, the hypothesis can be accepted if the t-statistic> t-table 1.66 (n-k = 78-5 = 73 at 0.5 / 5%) or the p-value < 0.05. The path coefficients in table 6 show that all path coefficient values are positive (seen in TStatistic (\|O/STDEV\|), including:

a. X1 to Y: T-Statistic value (\|O/STDEV\|) = 2.659 and P-Values = 0.008 < 0.05, meaning that workload directly has a positive and significant effect on organizational citizenship behavior.

b. X1 to Z: T-Statistic value (\|O/STDEV\|) = 3.375 and P-Values = 0.001 < 0.05, meaning that workload directly has a positive and significant effect on organizational commitment.

c. X2 to Y: T-Statistic value (\|O/STDEV\|) = 2.307 and P-Values = 0.021 < 0.05, meaning that organizational culture directly has a positive and significant effect on organizational citizenship behavior.

d. X2 to Z: T-Statistic value (\|O/STDEV\|) = 3.117 and P-Values = 0.002 < 0.05 means that organizational culture directly has a positive and significant effect on organizational commitment.

e. X3 to Y: T-Statistic value (\|O/STDEV\|) = 2.276 and P-Values = 0.023 < 0.05 means that communication directly has a positive and significant effect on organizational citizenship behavior.

f. X3 to Z: T-Statistic value (|O/STDEV|) = 3.601 and P-Values = 0.000 < 0.05 means that communication directly has a positive and significant effect on organizational commitment.

g. Z to Y: T-Statistic value (|O/STDEV|) = 4.199 and P-Values = 0.000 < 0.05, meaning that organizational commitment has a direct positive and significant effect on organizational citizenship behavior.

4. Test Results Indirect Effects

Table 7. Test Results Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> organizational commitment -> organizational citizenship behaviour	0.141	0.145	0.063	2.229	**0.026**
Organizational culture -> organizational commitment -> organizational citizenship behaviour	0.165	0.171	0.074	2.240	**0.026**
Communication -> organizational commitment -> organizational citizenship behaviour	0.193	0.195	0.078	2.458	**0.014**

Source: Smart-PLS processed data (2024)

Based on the table above, it is known that workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a p-value of 0.026 <0.05. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a p-value of 0.026 <0.05. Furthermore, it is known that communication indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a p-value of 0.014 < 0.05.

5. Test Results Total Effects

Table 8. Test Results Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> OCB	0.330	0.326	0.091	3.632	**0.000**
Workload -> Organizational commitment	0.278	0.276	0.082	3.375	0.001
Organisational Culture -> OCB	0.374	0.372	0.112	3.341	**0.001**
Organisational Culture -> Organizational commitment	0.325	0.327	0.104	3.117	0.002
Communication -> OCB	0.421	0.411	0.115	3.649	**0.000**
Communication -> Organizational commitment	0.379	0.375	0.105	3.601	0.000
Organizational commitment -> OCB	0.509	0.512	0.121	4.199	0.000

Source: Smart-PLS processed data (2024)

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

a. Total relationship effect, workload directly and indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a T-statistics value (O/STDEV|) of 3.632 with p-values 0.000 <0.05.

b. Total relationship effect, organizational culture directly and indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a T-statistics value (O/STDEV|) of 3.341 with p-values 0.001 <0.05.

c. Total relationship effect, communication directly and indirectly has a significant effect on organizational citizenship behavior through organizational commitment with a T-statistics value (O/STDEV|) of 3.649 with p-values 0.000 <0.05.

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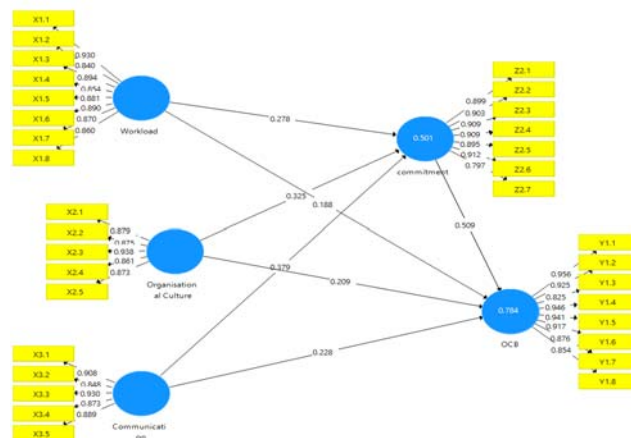

Figure 2. Path Coefficient Between Research Variables

6. CONCLUSION AND SUGGESTIONS

A. Conclusion

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

a. Workload directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

b. Organizational culture directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

c. Communication directly has a significant effect on organizational commitment at PT. Capella Medan Daihatsu.

d. Workload directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

e. Organizational culture directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

f. Communication directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

g. Organizational commitment directly has a significant effect on organizational citizenship behavior at PT. Capella Medan Daihatsu.

h. Workload indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

i. Organizational culture indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

j. Communication indirectly has a significant effect on organizational citizenship behavior through organizational commitment at PT. Capella Medan Daihatsu.

B. Suggestion

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

a. Based on the statistical results on the workload variable, the first suggestion that can be given by the researcher is workload evaluation and task adjustment, routinely evaluate employee workload and adjust tasks to individual abilities. This can avoid the accumulation of tasks on several employees and ensure a fair distribution of workload.

b. Based on the statistical results on the workload variable, the second suggestion that can be given by the researcher is job rotation and rest opportunities, implement task rotation and provide sufficient rest time. Rotation reduces boredom, while adequate rest helps maintain energy and productivity, so that employees remain motivated and optimal in working.

c. Based on the statistical results on the organizational culture variable, the first suggestion that can be given by the researcher is strengthening collaborative values and open communication, encouraging a collaborative work culture and strengthening open communication between employees will improve positive working relationships. By holding regular discussion sessions or monthly meetings, employees can share ideas and solve problems together, strengthening mutual trust and openness.

d. Based on the statistical results on the organizational culture variable, the second suggestion that can be given by the researcher is appreciation for achievements and contributions, give awards to employees who achieve targets or contribute significantly to the team. This award, whether in the form of recognition or incentives, will motivate employees to continue to contribute and feel appreciated, strengthen their loyalty to the company and build a culture of appreciation in the workplace.

e. Based on the statistical results on the communication variable, the first suggestion that can be given by the researcher is to increase transparency of information through internal media, PT. Daihatsu Capella Medan can utilize internal platforms such as intranets or communication groups to share company information regularly. Delivering company news and updates transparently helps employees feel more involved and understand the direction of the organization.

f. Based on the statistical results on the communication variable, the second suggestion that can be given by the researcher is the implementation of periodic and structured feedback, implementing periodic feedback sessions between superiors and subordinates will facilitate two-way communication. Employees can provide input, and management can provide appreciation and development direction. This method increases understanding of each other's roles and helps reduce the potential for miscommunication in the work environment.

g. Based on the statistical results on the organizational commitment variable, the first suggestion that can be given by the researcher is a continuous career development

program, PT. Daihatsu Capella Medan can show its commitment by providing continuous career training and development programs. Employees who feel supported in improving their skills will be more loyal and motivated, because they see opportunities to develop within the company.

h. Based on the statistical results on the organizational commitment variable, the second suggestion that can be given by the researcher is strengthening the communication of the company's vision and mission, conveying the company's vision and mission consistently through regular meetings or internal communication helps employees feel connected to the organization's goals. When employees understand their role in achieving common goals, commitment to the company will increase because they feel they are an important part of the organization's success.

i. Based on the statistical results on the organizational citizenship behavior variable, the first suggestion that can be given by the researcher is to increase volunteerism programs and co-worker assistance, PT. Daihatsu Capella Medan can encourage employees to help each other through volunteerism programs or inter-team cooperation initiatives. When employees help each other outside of their core duties, a supportive and caring work culture will be formed, strengthening proactive behavior in helping co-workers.

j. Based on the statistical results on the organizational citizenship behavior variable, the second suggestion that can be given by the researcher is appreciation for caring attitudes and positive participation, giving awards or recognition to employees who show positive attitudes, such as helping colleagues or taking the initiative in projects, will encourage similar behavior. These rewards can be in the form of public recognition or simple incentives, which will strengthen employee commitment to continue contributing more to building a positive work culture.

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