

## **An Empirical Study on the Impact of Organizational Culture on Organizational Citizenship Behavior with Affective Commitment as a Mediator**

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**Abstract.** This study investigates organizational culture and affective commitment as drivers of organizational citizenship behaviors (OCBs) among employees in philanthropic organizations in Indonesia. Survey data from 304 employees across ten nonprofits found that culture directly enhanced OCBs and commitment. However, affective commitment did not mediate the culture to OCB relationship, contrasting past studies in other contexts. Unique generosity values embedded in philanthropic cultures can independently spur helpful, extra-role behaviors from employees regardless of emotional attachment levels. Discussion centers on theoretical and practical implications specific to stimulating OCB within nonprofit contexts to strengthen organizational functioning.

**Keywords:** Affective Commitment, Organizational Culture, Organizational Citizenship Behavior, and philanthropic organizations.

## 1. Introduction

Philanthropic organizations serve as vital players in promoting social causes and addressing social problems, operating locally, nationally, and globally. In Indonesia, these organizations are particularly essential due to the country's collectivist culture, which places a premium on tolerance and shared ownership. The vast majority of the population, approximately 85% of Muslims, follow teachings that encourage acts of generosity like *zakat*, *infaq*, *sadaqah*, and *wakaf*. Despite such a supportive environment, the journey of philanthropic organizations in Indonesia remains long. There still needs to be a significant gap between philanthropy's potential and realization. Based on the Zakat Potential Mapping Indicator (IPPZ) component calculation and the 2020 Indonesian Zakat Outlook, the potential for Zakat is Rp. 233.8 trillion (equivalent to 1.72 percent of GDP in 2018), while the zakat collected in 2020 was only Rp. 10.2 trillion, which is a mere 4.36% of the potential zakat. Therefore, philanthropic institutions must continue to enhance the quality of their institutions and human resources to realize their potential fully. Therefore, Human Resources is an essential foundation in the organizational environment and an internal control environment. So, employee Organizational Citizenship Behavior (OCB) can influence the organization's internal control system (T. Yang et al., 2022).

Organizational citizenship behavior (OCB) is crucial for the effective functioning of philanthropic organizations. OCB involves employee behaviors that go beyond their formal job descriptions and contribute to the organization's overall success. In philanthropic organizations, OCB can take various forms, including volunteering, donating resources or money, and participating in activities that support the organization's mission (T. Yang et al., 2022). Research by Hatidja et al. (2022) shows that OCB in philanthropic organizations can improve organizational outcomes, such as increased fundraising, better program delivery, and higher stakeholder engagement. Employees who engage in OCB are more committed to the organization and have higher job satisfaction (Tran, 2023). However, promoting OCB in philanthropic organizations can be challenging due to the nature of the organization's reliance on the goodwill and contributions of stakeholders, creating tension between the desire to do good and maintaining organizational effectiveness (Langdon et al., 2023). To promote OCB, it is essential to create a culture that supports and recognizes these behaviors by providing opportunities for employees to engage in philanthropic activities, recognizing and rewarding employees who engage in OCB, and communicating the importance of OCB to the organization's overall success. Ultimately, OCB in philanthropic organizations is a crucial aspect of organizational functioning that can lead to improved outcomes for the organization and its stakeholders, positively impacting the community. Therefore, analyzing OCB for employees working in philanthropic organizations is interesting (Gupta et al., 2022; Krajcsák & Kozák, 2022).

OCB in philanthropic organizations can be an effective means of coordinating work group activities. Displaying civic virtue behavior will help coordination between groups, ultimately increasing group effectiveness and efficiency (Hatidja et al., 2022; T. Yang et al., 2022). Showing courteous behavior will avoid the emergence of problems that require time and energy to resolve. OCB increases the organization's ability to adapt to the environment. Employees who display conscientious behavior will increase the organization's ability to adapt to changes in their environment (Saputra et al., 2021). OCB in philanthropic organizations has a complex structure and different conceptual dimensions.

With regard to organizational performance, OCB can increase productivity, efficiency, and customer satisfaction and reduce costs and employee turnover at the organizational unit level (Saputra et al., 2022). Regarding individual outcomes, extra-role work behavior helps employees obtain higher rewards and performance evaluations and reduces the intensity of employee turnover and absenteeism. OCB is necessary for overseeing programs organized by philanthropic organizations in Indonesia, which also include disaster relief activities, arts, provision of public facilities, provision of clean water or water facilities, protection of the elderly, poverty, research programs and the disabled (Samuel et al., 2020; Widarko & Anwarodin, 2022). OCB is often used as a guideline in Indonesia's philanthropic organizations' culture.

One that can influence the level of OCB in employee culture is organizational culture (Bogler & Somech, 2023; Bolino et al., 2023; Langdon et al., 2023; J.-S. Yang & Tsai, 2023), explained that the patterns of values, beliefs, and individual attitudes that are formed in organizational culture can shape their behavior through unwritten rules to direct them to behavior that leads to performance. The antecedents encouraging employees to go beyond their formal job roles and display OCBs that increase organizational effectiveness have been extensively explored (Kataria & Adhikari, 2022). Wong et al. (2023) used a culture of sociability and a culture of solidarity as essential factors in organizational culture.

Organizations operating in the service sector usually require their employees to work harder in their behavior (Mastur et al., 2022). As a result, significant effort has been directed toward finding the best way to exploit this source of competitive advantage. Organizational commitment strongly correlates with positive employee behavior (Wibowo, 2022). A positive relationship has also been found between affective commitment and OCB (Gupta et al., 2022), which have identified three commitment dimensions: affective, continuance, and normative. However, it has been suggested that Affective Commitment is most associated with increased OCB (Sumarsi & Rizal, 2022). High practical commitment tends to align employees' interests and goals with the organization's interests (Widarko & Anwarodin, 2022). Previous research has shown that affective commitment has a higher relevance as a more significant predictor of OCB than normative commitment (Bogler & Somech, 2023; Mastur et al., 2022).

Therefore, elements of organizational culture are recognized as stimulants for generating OCB and increasing overall organizational effectiveness through affective commitment, especially in philanthropic organizations. The value of generosity characterizes philanthropic organizations as research objects (Krajcsák & Kozák, 2022). However, research on human resources in philanthropic organizations has received less attention because it is more focused on companies or public institutions (Sumarsi & Rizal, 2022; Wibowo, 2022). Based on observations of phenomena, several theories, and empirical facts described above, this study analyzes the Mediation Role of Affective Commitment on the Influence of Organizational Culture on Organizational Member Behavior (OCB) in philanthropic organizations in Malang City, Indonesia.

Philanthropy is a conceptualization of giving, voluntary services and associations to assist other parties in need thereby providing a space called the expression of love (X. Chen et al., 2023; Tran, 2023). The Islamic philanthropic tradition ideally constitutes social capital to build a solid and dignified civil society (Ali et al., 2023; Liu et al., 2022). This ingrained tradition not only describes a form of religious observance but is an inseparable part of the development of Muslim society from a social, cultural and political perspective (Ariyanto et al., 2023; Fatemi, 2023). The practice of philanthropy in various forms of waqf has emerged in Muslim communities in thousands of mosques, Islamic boarding schools, madrasas, taklim councils and schools (Ilyas et al., 2023; Sherly & Dharma, 2023). Likewise, from the womb of this tradition, Islamic movements and organizations have been born (Liu et al., 2022). There are three main characteristics of philanthropy, namely first, concern for the welfare of other parties (including the welfare of other creatures such as animals and the natural environment) (Hatidja et al., 2022; Widarko & Anwarodin, 2022). The second is caring for other humans in difficult situations and the third is voluntary assistance without expecting anything in return (Mastur et al., 2022; Wibowo, 2022). This condition is a gap phenomenon in the context of research on philanthropic organizations in Indonesia.

The research gap addressed in this study is the need for more attention to human resource research in philanthropic organizations. While previous research has analyzed OCB and its antecedents in various types of organizations, including companies and public institutions, philanthropic organizations have yet to receive much attention. Therefore, this research aims to analyze the mediating role of affective commitment to the Influence of organizational culture on OCB in philanthropic organizations

in Malang City, Indonesia.

There are two contributions to this research. First, it addresses a research gap by providing insight into the relationship between organizational culture, affective commitment, and OCB in philanthropic organizations. This study contributes to understanding the role of affective commitment as a mediator between organizational culture and OCB. Second, this research provides practical implications for philanthropic organizations in increasing their organizational effectiveness by promoting OCB among their employees. By creating a culture that supports and recognizes OCB, philanthropic organizations can increase their fundraising, program delivery, and stakeholder engagement.

## **2. Literature Review and Hypotheses**

### **2.1. The Influence of Organizational Culture on OCB.**

OCB includes behaviors that go beyond the duties/duties of a job position, such as helping an overloaded co-worker, voluntarily taking on additional responsibilities, taking extra time, developing additional skills that are beneficial to the organization, or defending the organization in public (Allen et al., 2011; Organ et al., 2006). OCB plays an essential role in developing social capital in organizations and facilitating the effective functioning of organizations (Bolino et al., 2002). Several previous studies have measured the Influence of organizational culture on OCB, such as the study of Lockhart et al. (2020), which has shown a positive relationship between organizational culture and OCB. In addition, the relationship between organizational culture and OCB is also described in the research of Ghashghaenia and Hafezi (2015), who showed a significant positive relationship between organizational culture indicators and OCB indicators in the communities they studied.

Many factors influence the emergence of OCB behavior, one of which is organizational culture (T. Yang et al., 2022). The benefits of implementing an excellent organizational culture are that it can increase the spirit of mutual cooperation, increase togetherness, be open to each other, improve the family spirit, build better communication, increase work productivity, be responsive to developments in the outside world, most of which are part of OCB (Widarko & Anwarodin, 2022). Organizational culture is an initial condition that triggers OCB. Organizational culture can be the cause of the development of OCB in an organization. Generally, inside an organization with a strong organizational culture, employees feel more willing to do their work beyond what is required in the job description (Wibowo, 2022; T. Yang et al., 2022).

Yang et al. (2022) found that Organizational Culture positively affects Organizational Citizenship Behavior. According to research by Hatidja et al. (2022), organizational culture positively and significantly affects OCB. According to research by Widarko and Anwarodin (2022), the more positive an employee is in assessing organizational culture and the more involved he is in the organization in his agency, the tendency for organizational citizenship behavior will also increase. According to research by Samuel et al. (2020), the results of testing organizational culture showed a significant influence on organizational citizenship behavior (OCB). According to Krajcsák and Kozák (2022), their research results show a significant influence between organizational culture and organizational citizenship behavior (OCB). Research from Sumarsi and Rizal (2022) also states that organizational culture has a significant and positive influence on OCB. Wibowo (2022) research also states that organizational culture has a positive and significant effect on organizational citizenship behavior. This can be seen from the fact that the better or stronger the organizational culture, the greater the organizational citizenship behavior (OCB).

On the other hand, in an environment with a low organizational culture, employees do not care about their co-workers and show a high level of internal conflict or inadequate self-interest (Malagas et al., 2017). Furthermore, a high focus on targets can result in employees experiencing increased pressure and difficulty (Malagas et al., 2017). Moreover, in an environment of low organizational culture, employees pursue personal goals, and there needs to be clarity and a lack of focus on business goals

(Malagas et al., 2017). Several studies have found a relationship between the Influence of organizational culture on OCB, such as research by Harwiki (2016), which shows that organizational culture significantly affects OCB. However, the organizational commitment has no significant effect on OCB. The results of this study are also supported by Wandary and Anisah (2015), who show a relatively strong relationship between organizational culture and OCB.

H1 = Organizational culture has a significant positive effect on OCB

The Influence of Organizational Culture on Affective Commitment

Research by Jain (2015) found that organizational culture significantly correlates with indicators of a sense of belonging/affective commitment. On the other hand, organizational culture has no significant effect on affective commitment. Previous research that supports the results of this study is the study of Rahman et al. (2018), which shows that not all organizational culture indicators have a significant positive effect on affective commitment. Indicators that significantly positively affect affective commitment are indicators of team orientation and stability (Wong et al., 2023). At the same time, the indicators of respect for people, innovation, and aggressiveness do not positively affect affective commitment. The relationship between organizational culture and organizational commitment is also explained in the results of research by Al-Sada et al. (2017), which shows a significantly favorable influence of supporting culture on organizational commitment.

Jain (2015) also found that solidarity culture correlates significantly with indicators of a sense of belonging/affective commitment. Research by Olafsen et al. (2021) supports one of the proposed hypotheses: flexible organizational culture is positively related to affective and normative commitment to change through changes in self-efficacy and negative personal valence. On the other hand, a stable organizational culture negatively affects Affective and Normative Commitment to change through changes in self-efficacy and negative personal valence. Research from Wong and Gao (2014) supports this result by showing how a company's organizational culture that focuses on employee development, harmony, and customer orientation positively relates to employee affective commitment. However, innovation indicators in organizational culture are not related to employee affective commitment, which is supported by research (Raharjo et al., 2018).

H2 = Organizational culture has a significant positive effect on affective commitment.

## **2.2. Effect of Affective Commitment on OCB**

Several previous studies show that affective commitment owned by employees has a positive and significant influence on Organizational Citizenship Behavior (Hatidja et al., 2022; Mastur et al., 2022; Widarko & Anwarodin, 2022; T. Yang et al., 2022). Similarity Goals shared by employees and companies with affective commitment can encourage employees to work beyond description work to realize company goals, which is classified as Organizational Citizenship Behavior. Employees can volunteer to work even if they do not get rewards from the company. However, several previous studies showed different results. Several studies state that affective commitment to employees does not have a significant influence on Organizational Citizenship Behavior (Bogler & Somech, 2023; Gupta et al., 2022; Samuel et al., 2020). In their research, Bolino et al. (2023) explain that affective commitment alone is not enough to increase Organizational Citizenship Behavior in employees. Discrepancies in several previous studies encourage re-examination regarding the role of affective commitment on Organizational Citizenship Behavior in employees. Affective commitment arises because there is a feeling of alignment between the employee's and the company's goals so that employees try to realize these goals (J.-S. Yang & Tsai, 2023).

Affective commitment is defined as emotional attachment, identification with, and involvement in the organization and is considered the most powerful of the three commitment constructs to understand employee behavior (Alfiana et al., 2022). It has been confirmed empirically due to a positive work environment (Lau et al., 2016). Many studies have examined the effect of affective commitment on OCB, one of which is the research conducted by (Almutawa et al., 2018; Bizri, 2018; Chênevert et al.,

2015; García-Cabrera & García-Soto, 2011; Khaola & Rambe, 2021; López-Cabarcos et al., 2020) shows that affective commitment has a significant positive effect on OCB. Research by Lau et al. (2016) shows that affective commitment positively affects self-rated OCB and peer-rated OCB.

H3 = Affective commitment has a significant positive effect on OCB

### 2.3. The Mediating Role of Affective Commitment on The Influence of Organizational Culture on OCB

The results of previous research conducted by Ghashghaeinia and Hafezi (2015) showed a significant positive relationship between organizational culture indicators and OCB indicators in the studied communities. The affective component of organizational commitment is the one that displays the most substantial bivariate effects on intention to leave and OCB (Z. X. Chen & Francesco, 2003; Fischer & Mansell, 2009; Meyer et al., 2002). These results can be related to the nature of the affective commitment that is relevant to emotional attachment to create a sense of responsibility to increase behavior that supports organizational goals (Rifai, 2005). Khaola and Coldwell (2019), research one of this study's results shows a significant positive relationship between affective commitment and OCB. Research by Wandary and Anisah (2015) shows a relatively strong relationship between organizational culture research variables and OCB. Meanwhile, the research results of Zehir et al. (2012) and Zheng et al. (2012) show that affective commitment is related to OCB.

The role of organizational commitment in mediating the Influence of organizational culture on organizational citizenship behavior (OCB) can be seen from the results of research conducted by Krajcsák and Kozák (2022), which found that organizational culture and organizational support for OCB with Organizational Commitment as a mediating variable had a positive and significant effect. Meanwhile, according to research by Gupta et al. (2022), it was concluded that Organizational Commitment is an excellent mediating variable to determine the relationship between organizational culture, leadership style and organizational justice on OCB, because in this study Organizational Commitment has the most considerable positive and significant Influence when compared with other variables. Organizational culture plays an essential role in a company, determining how employees behave within it (Krajcsák & Kozák, 2022; Sumarsi & Rizal, 2022). The success of forming positive employee behavior in a company is a reflection of the successful implementation of an excellent organizational culture. This will influence in-role behavior and extra-role behavior (Bogler & Somech, 2023). According to research by Bolino et al. (2023), the more positive an employee is in assessing organizational culture and the more involved he is in the organization in his agency, the tendency for organizational citizenship behavior will also increase.

H4 = Affective commitment mediates the Influence of organizational culture on OCB

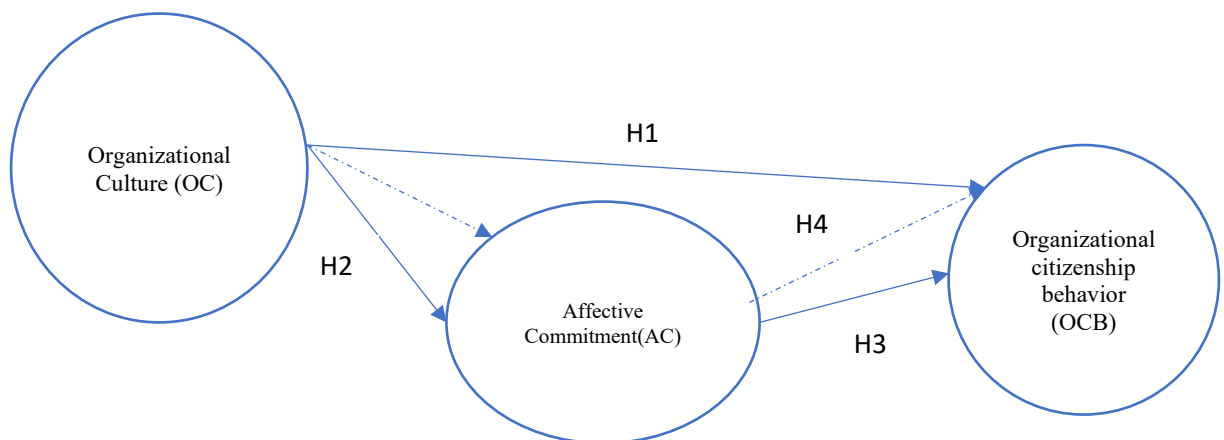


Fig.1: Research conceptual framework

### 3. Methodology

The research was conducted in the natural setting in philanthropic organizations in Malang City, Indonesia in the research location, where the researcher's involvement was minimal, namely when explaining the research procedures to the respondents. The respondents of this research are 304 employees from 10 philanthropic organizations in Malang, namely BAZNAZ Malang, Yatim Mandiri, LMI (Infaq Management Agency), ACT Malang (Quick Response Action), LAZISMU Malang and Batu, YDSF Malang (Al-Falah Social Foundation). Fund). YDSF), Lazis Sabilillah, Baitul Maal Hidayatullah (BMH) and the Al-Qur'an Waqf Board. In this research, the sampling technique used was nonprobability sampling, with saturated sampling as the technique taken (census). All members of the population became the research sample.

Before this research fieldwork was carried out, it was first created the research instrument was in the form of a questionnaire with several statements. In the initial stage, a questionnaire was created, and it was first tested (pilot study) on 30 lecturers in the Brawijaya University management study program. Management lecturers were chosen as the object of the pilot test because they were considered to understand and master philanthropic organizations. Next, the results of the pilot study (trial) were measured for validity and reliability (Hidayah et al., 2023). If the respondents' response data is valid and reliable, then the research instrument (questionnaire) created is valid and can be distributed to all research samples (Sara et al., 2023). The pilot study steps in this research are determining the object to be measured, the aspects to be measured, and creating a research questionnaire (Saputra et al., 2023).

This study uses a survey method, namely a self-administered survey, in which respondents fill out the questionnaire independently without any supervision from the researcher. The variables of organizational culture, affective commitment, and Organizational citizenship behavior were measured using a five-point Likert scale. Hypothesis testing of mediating variables was carried out with a Sobel Test. The mediation effect can be tested if the main effect is significant (Youn & Kim, 2022). The mediation effect test can only be continued if this happens. The mediating variable in this study is to see if there is a significant relationship between the indirect effect of endogenous and exogenous variables by testing the mediation model (X. Chen et al., 2023). The study tests the intervention of the mediating variable, whether it is proven to act as a perfect mediating variable or partial mediation or if it is not a mediating variable. The data processing methods use statistical techniques PLS (Partial Least Square) and WarpPLS software.

Research using PLS-SEM has two stages in conducting evaluation, namely, the measurement model (outer model) and the structural model (inner model) (Hair, 2015). The inner model was tested by testing the coefficient of determination, calculating the Q-Square value produced through the blindfolding procedure, carrying out a Goodness of Fit Model test, and looking at the path coefficient value (Hair et al., 2010). And then carry out hypothesis testing. Hypothesis testing can be seen from the t-statistic and p-value. If the t-statistic > 1.96 and the p-value < 0.05, then the hypothesis is accepted, whereas if the t-statistic < 1.96 and the p-value > 0.05, then the hypothesis is rejected. Mediation analysis testing was carried out by effect testing the direct effect between the dependent variable and the variable mediation and indirect effects between variables independent of the dependent variable through the mediating variable (Saputra et al., 2022). There are three stages of the model to test the mediation effect, namely:

1. Test the Influence of the independent variable on the dependent variable, which must be significant at t-statistic > 1.96.
2. Test the Influence of the independent variable on the mediating variable, which must be significant at t-statistic > 1.96.
3. Test the Influence of the mediating variable on the dependent variable. The Influence of the mediating variable on the dependent variable must be significant at t-statistic > 1.96.

## 4. Result and Discussion

### 4.1. Result

**Measurement Model.** Based on the results of distributing questionnaires to all philanthropic organizations in Malang City, Indonesia, 304 questionnaires were collected consisting of 56% of employees with a tenure of under five years, 72% of employees are male, 35% of employees aged 26-36 years, 65% employees have college degrees and 62% are married.

Table 1. Composite Reliability, Coefficient of Determination (R<sup>2</sup>), Average Variance

Variable	Composite Reliability	R Square	Average Variance
Organizational culture	0,926	-	0,645
Affective commitment	0,907	0,385	0,764
OCB	0,924	0,373	0,520

Source: Output PLS, 2020

Table 1 shows that the scale, magnitude, and statistical concordance are acceptable. Average variance extract (AVE) values for all latent variables meet the predetermined criteria. Each composite reliability (CR) value is above 0.80. It can be concluded that all constructs are reliable, both according to composite reliability and Cronbach's alpha. The R-square value of the OCB variable from the research model is 0.373. The following equation assesses this study's Goodness of Fit (GoF):  $AVE \times R^2 A. Com = 0.487$ . Thus, 0.487 indicates that the model has a relatively sizeable predictive relevance value for OCB, which Organizational Culture and Affective Commitment explain. From the data obtained from the research instrument, the following are the results of testing the research model as follows:

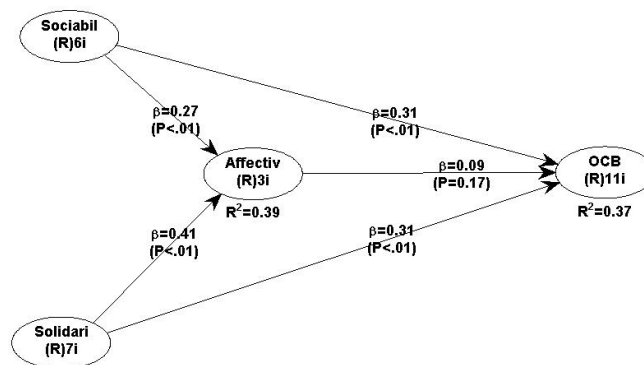


Fig.2: Research Model Testing Results

The results of calculating endogenous variables' coefficient of determination (R<sup>2</sup>) can be presented in Table 2 below.

Table 2. Determination Coefficient Value (R<sup>2</sup>)

Model	Influence	R Square
1	X1, X2 → Y1	0.518
2	X1, X2, Y1 → Y2	0.545

The coefficient of determination (R-square) obtained from model 1 is that the Influence of the organizational culture variable on the affective commitment variable is 0.518, meaning that the contribution of the Influence of organizational culture to the affective commitment variable is 51.8%. In model 2, the Influence of organizational culture and affective commitment variables on the Organizational citizenship behavior (OCB) variable is 0.545, meaning that the contribution of the Influence of organizational culture and affective commitment to the Organizational citizenship behavior (OCB) variable is 54.5%.



Table 3. Summary of relationship assessment

Hypothesis	Connection	$\beta$	p-value	Consideration
H1	OC $\rightarrow$ OCB	0,31	0,01	Received
H2	OC $\rightarrow$ AC	0,27	0,01	Received
H3	AC $\rightarrow$ OCB	<b>0,09</b>	<b>0,17</b>	Rejected
H4	OC $\rightarrow$ AC $\rightarrow$ OCB	0,969	0,166	Rejected

Source: PLS output, 2020

Table 3 shows the results of the proposed model's structural estimation and the tested variables' direct and indirect effects. The hypothesis is accepted if it meets the criteria for the p-value less than 0.05; if the p-value is greater than 0.05, then it is not significant, or H0 is rejected. The table shows the estimated path coefficients of the direct Influence of organizational culture on OCB ( $\beta=-0.31$ ;  $P<0.01$ ) organizational culture towards commitment affective ( $\beta = -0.27$ ;  $P<0.01$ ). However, this study rejects H3, which is the direct effect of affective commitment on OCB ( $\beta=0.09$ ;  $P=0.17$ ). This study's indirect effect is the mediating role of affective commitment on the Influence of organizational culture on OCB ( $\beta=0.969$ ;  $P=0.166$ ) using the Sobel test, not meeting the criteria. The P value is greater than 0.05 (not significant), meaning that H3 and H4 are rejected.

## 4.2. Discussion

**The Direct Effect of Organizational Culture on OCB.** The results of testing the H1 hypothesis regarding the Influence of organizational culture on OCB are accepted. The results of the hypothesis 1 test in this study indicate that organizational culture has a significant direct effect on OCB. The vigorous application of an organizational culture will increase the OCB of employees of philanthropic organizations in Malang City. This study's results align with the results of previous studies conducted by Lockhart et al. (2020), which show that organizational culture has a significant positive effect on OCB. In addition, the results of this study also support the results of previous research that was also conducted on philanthropic organizations, namely the research of Ghashghaeinia & Hafezi (2015), which showed that organizational culture affects employee OCB, this study focuses on philanthropic organizations. However, the results of this study do not support the results of research by Jain (2015), which shows that sociability culture has no significant effect on indicators of an organization-oriented citizenship behavior / OCB.

In the context of philanthropic organizations, organizational culture influences OCB. One of the factors that influences OCB is organizational culture, and this is because organizational culture directs employees to increase extra-role behavior such as: helping co-workers, volunteering for extra activities, avoiding conflicts with co-workers, protecting organizational property, respecting applicable regulations, etc (J.-S. Yang & Tsai, 2023; T. Yang et al., 2022). Therefore, various forms of new breakthroughs in Islamic philanthropy can help realize that social justice needs to be improved. Philanthropy is expected to provide new breakthroughs in form institutional, and in the realm of interpretation doctrinal (Gupta et al., 2022; Mastur et al., 2022). That would be a new normative foundation that would lead to extensive prosperity. As a result, a donor feels happy and comfortable, while deserving parties are helped get their rights. Therefore, the existence of philanthropy in Islam is very challenging. It is related not only to material prosperity but also to the intellectual efforts of the community through various scholarships for participants and students at every level of education (Hatidja et al., 2022). To make it happen, Zakat, infaq and shadaqah funds could be one of their choice.

**The Direct Effect of Organizational Culture on Affective Commitment.** The results of testing the H2 hypothesis regarding the Influence of organizational culture on affective commitment are accepted. Based on the results of this study, the vigorous application of a sociability culture can increase

the affective commitment of employees of philanthropic organizations in Malang City. Employees of philanthropic organizations in Malang City feel like they are part of the organization. Employees feel they have a high responsibility for the success or failure of the organization. These results also show that affective commitment is reflected by employee attitudes when employees feel part of the organization (Ali et al., 2023; Liu et al., 2022; Tran, 2023). Employees describe their affective commitment with a sense of belonging to the organization. The results of testing hypothesis 3 in this study indicate that organizational culture has a significant positive effect on Affective Commitment. These results support the results of previous studies conducted by Rahman et al. (2018) and Al-Sada et al. (2017), which show that organizational culture has a significant positive direct effect on affective commitment. In addition, the results of this study are also in line with the results of previous research conducted by Wong and Gao (2014); Olafsen et al. (2021); Raharjo et al. (2018), who found that organizational culture has a direct effect on organizational commitment.

Affective commitment is a psychological bond where a person chooses to dedicate himself and be responsible for the organization and its values (Samuel et al., 2020). As an effort to increase employee organizational commitment to the company, apart from creating an organizational culture, one crucial aspect that organizations need to pay attention to encourage their employees to commit is to foster trust in the organization and all the tools within it (Krajcsák & Kozák, 2022; Mastur et al., 2022). When employees have high trust in the organization, it is likely to increase employee commitment to the organization so that employees will not quickly leave the organization. Even employees who trust the organization will not hesitate to do more and always do the best for their organization (Wibowo, 2022). Through a philanthropic, corporate organizational culture, it is hoped that it will be able to increase employee or volunteer confidence in the organization to do their work well and provide maximum capabilities to achieve company goals, which will then be followed by increased affective organizational commitment (Bogler & Somech, 2023; Bolino et al., 2023; Widarko & Anwarodin, 2022).

**Direct Effect of Affective Commitment on OCB.** Testing the direct effect of affective commitment on OCB shows that the H5 hypothesis is rejected. Based on these results, it can be concluded that the level of affective commitment does not affect the OCB level of employees of philanthropic organizations in Malang City. For employees of philanthropic organizations, a high sense of belonging to the organization does not have to start with a high affective commitment because it is an individual commitment that has led them to be willing to work or serve and contribute to philanthropic organizations (Ariyanto et al., 2023; Fatemi, 2023). These people have high awareness and commitment to becoming members of philanthropic organizations (Ilyas et al., 2023; Pongvachirint, 2022). This study's results align with previous studies conducted by Harwiki (2016) and Noermijati Azzuhri (2018), which showed that organizational commitment had no significant effect on OCB. However, the results of this study do not support the results of research conducted by Almutawa et al. (2018); Bizri (2018); Chênevert et al. (2015); García-Cabrera & García-Soto (2011); Khaola & Coldwell, (2019); Lau et al., (2016); López-Cabarcos et al., (2020) which shows that affective commitment has a significant positive effect on OCB.

Several previous studies have shown similar results differently. Several studies state that affective commitment to employees does not have a significant influence on Organizational Citizenship Behavior (Hatidja et al., 2022; J.-S. Yang & Tsai, 2023; T. Yang et al., 2022). Bogler and Somech (2023) explained in their research that affective commitment alone is insufficient to increase Organizational Citizenship Behavior in employees. Discrepancies in several previous studies encourage re-examination regarding the role of affective commitment on Organizational Citizenship Behavior in employees (Gupta et al., 2022; Krajcsák & Kozák, 2022; Mastur et al., 2022).

**Mediation Role of Affective Commitment on the Influence of Organizational Culture on OCB.** The results of testing organizational culture's direct Influence on OCB and organizational culture's Influence on affective commitment showed a significant positive direct effect (Langdon et al., 2023;

Sherly & Dharma, 2023; Wibowo, 2022). However, the effect of affective commitment on OCB is insignificant, so affective commitment cannot act as a mediating variable on the Influence of organizational culture on OCB (Sumarsi & Rizal, 2022; Widarko & Anwarodin, 2022). Testing the mediation role using the Sobel test. Organizational culture has a strong ability to improve employee OCB and does not require affective commitment from employees (Hatidja et al., 2022; Mastur et al., 2022; Wibowo, 2022). This is an exciting finding that affective commitment does not have a role in increasing the OCB of employees in philanthropic organizations (Ali et al., 2023; Ariyanto et al., 2023; Youn & Kim, 2022).

## 5. Conclusions

The results showed that Affective Commitment did not mediate the Influence of organizational culture toward OCB. In other words, organizational culture only affects OCB directly, without going through affective commitment. Affective commitment also cannot play a role in increasing the OCB of philanthropic organizations' employees in Malang City.

**Managerial Implications.** This study found that affective commitment does not directly affect OCB or mediate organizational influences on OCB. Employees of philanthropic organizations have an excellent, practical level. However, the unavailability of long-term careers in philanthropic organizations and the emergence of the COVID-19 pandemic have resulted in uncertainty for employees to remain in philanthropic organizations. Thus, high affective commitment from employees has nothing to do with efforts to improve the OCB of Philanthropy Organizations in Malang City employees. A philanthropic organization as a nonprofit organization has a distinctive value of generosity that can form a culture of organizational culture in increasing the OCB of its employees. The existence of social relationships and shared goals that are well understood can create conditions that have a positive influence on increasing the affective commitment and OCB of employees at Philanthropic Organizations in Malang City. The implications are also aimed at the practical position of philanthropic organizations, meaning that the concept of establishing a philanthropic organization is to collaborate with the government. This collaboration certainly requires strict guidelines, namely organizational culture and OCB. In this context, the research implications show the need for strong public policies towards philanthropy. Because private philanthropy can replace the public sector's provision of goods and services. By having individuals provide poverty relief or support for the arts, the government does not need to do this. Therefore, it is essential to understand how private charitable institutions provide and how they interact with public institutions. Moreover, the government has historically treated charitable donations with tax-first policies, such as the charitable deduction.

**Limitations And Recommendations for Further Research.** The results of this study have provided several findings, but some things still need to be studied more deeply related to the variables and processes of this research. Data collection by distributing questionnaires was carried out during a pandemic, so there were obstacles to communicating effectively with respondents. The research also involves philanthropic organizations only, so the level of generalization is limited to philanthropic organizations.

The results of the research and discussion described previously recommend several things that future researchers need to consider. First, researchers are expected to be able to expand the scope of research objects and other variables that can increase OCB and affective commitment further. A more in-depth study of organizational culture is needed. Further research can be developed in different fields and a broader scope to generalize research results. In addition, other factors such as motivation, job satisfaction, work-life balance, and management style can be used to enrich the study of philanthropic organizations. Considering that the mediating role of affective commitment is not significant, the researchers suggest new alternative variables in explaining the relationship between organizational culture and OCB, namely the role of remote work (Krajcsák & Kozák, 2022), quality of work life (Sumarsi & Rizal, 2022), and work motivation (Widarko & Anwarodin, 2022).

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