

ABSTRAK

Organization citizenship behavior (OCB) merupakan perilaku individu yang bersifat bebas yang secara eksplisit atau tidak secara langsung diakui oleh sistem *reward* formal dan secara keseluruhan meningkatkan fungsi efektif dan efisiensi organisasi (Organ, 1988). Untuk itu, diperlukan adanya dorongan yang memotivasi setiap individu untuk memiliki perilaku *extra-role* atau *organization citizenship behavior* (OCB).

Penelitian ini bertujuan untuk menguji pengaruh *clan culture* terhadap *organization citizenship behavior* (OCB) dengan *affective organizational commitment* sebagai variabel intervening. Sampel penelitian ini adalah karyawan Sekolah X Surabaya yang berjumlah 54 orang sebagai responden yang meliputi karyawan administrasi, perpustakaan, keuangan, *human resources* (HRD), multimedia, pemeliharaan sarana dan prasarana, teknologi informasi dan penanganan anak berkebutuhan khusus (CHB Center). Data dalam penelitian ini diperoleh melalui observasi dan penyebaran kuesioner. Teknik analisis data yang digunakan dalam penelitian ini adalah *partial least square* (PLS) dan *sobel test* untuk menguji efek mediasi.

Hasil penelitian ini menunjukkan bahwa *clan culture* berpengaruh secara positif signifikan terhadap *affective organizational commitment* dan *affective organizational commitment* berpengaruh positif signifikan terhadap *organizational citizenship behavior* baik OCB-I maupun OCB-O. *Affective organizational commitment* terbukti memiliki efek mediasi secara penuh pengaruh *clan culture* terhadap *organizational citizenship behavior*. Penelitian ini memiliki implikasi bahwa *affective organizational commitment* merupakan salah satu elemen yang penting untuk diperhatikan dalam upaya memperbaiki *organization citizenship behavior* (OCB) karyawan dalam sebuah organisasi.

Kata Kunci : Budaya Organisasi, Clan Culture, *Affective Organizational Commitment*, dan *Organizational Citizenship Behavior* (OCB)

ABSTRACT

Individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of an organization (Organ, 1988). Therefore, the encouragement is required to motivates each individual to have extra-role behavior or organizational citizenship behavior (OCB).

The purpose of this study was to analyze the influence of clan culture on organization citizenship behavior (OCB) with affective organizational commitment as intervening variable. The sample of this research is the employees of School X Surabaya which amounted to 54 people as respondents consist of administrative staff, library staff, accounting staff, human resources staff, multimedia staff, maintenance of facilities and infrastructure staff, information technology staff and CHB-Center staff. The data in this study was obtained through observation and spreading of questionnaires. Data analysis technique used in this research is partial least square (PLS) and sobel test to test the effect of mediation.

The results of this study show that clan culture has a significant positive effect on affective organizational commitment and affective organizational commitment have a significant positive effect on organizational citizenship behavior both OCB-I and OCB-O. Affective organizational commitment has been shown to have a full effect of mediation on the influence of clan culture on organizational citizenship behavior. This study has implications that affective organizational commitment is one of the most important elements to improve the organizational citizenship behavior (OCB) in an organization.

Keywords : Organizational Culture, Clan Culture, Affective Organizational Commitment, dan Organizational Citizenship Behavior (OCB)