
**THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, WORK SATISFACTION,
AND ORGANIZATIONAL CULTURE TO BEHAVIOR ORGANIZATIONAL
CITIZENSHIP (OCB)**

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ABSTRACT

This study intended to determine antecedents and consequences of private university administration employee job satisfaction and Organizational Citizenship Behavior. The background of this study is the issues related to employee who have organizational citizenship behavior who are expected show their best performance and satisfaction. The study was conducted with quantitative methods, using questionnaires with 5 likert scale. The questionnaires were distributed to 220 administration employee from private universities. Respondents had worked for at least two years, permanent employee. This study used convenience random sampling and SEM PLS for data processing purpose. The results showed that organization commitment, organization culture, and satisfaction have positive effect on Organizational Citizenship Behavior. While organization culture does not have any positive effect on on Organizational Citizenship Behavior. Furthermore, job satisfaction has positive effect a on Organizational Citizenship Behavior. The research is expected to provide input for university to manage organizational on Organizational Citizenship Behavior through administration employee job satisfaction.

KEYWORDS: job satisfaction, organizational citizenship behavior

INTRODUCTION

Organizations should adapt to globalization through managing organizational development. The existence of better management of development in organizations, requires human resources (HR) to respond to changes better. Therefore, in the face of intense competition, it is necessary to improve the HR function better.

So Organizational Citizenship Behavioral (OCB) is one of the factors that contributes to HR function improvement. OCB is described as something that is useful for employees to lead an organizational life. OCB forms employees' good behavior at work which can later help in providing good performance for the company. OCB is an individual wise behavior that is not part of a formal job request but still carries out organizational functions effectively according to Robbins and Judge (2017). Before reaching OCB, employees must obtain a feeling of satisfaction called work satisfaction. According to Schermerhorn (2013), job satisfaction is a degree where someone feels positive or negative about the work he does. Job satisfaction can be formed from the existence of organizational

commitment and organizational culture. But culture and organizational commitment can also influence OCB, said Bakshi (2011).

University X is a university that currently has 491 administrative support staff who have worked for more than 2 years. The selection of University X because it is one of the large private universities that has academic support staff serving approximately 18,000 active students.

This research is based on an exploratory study of 100 administrative supporting administrative employees by giving questions related to OCB. who have worked for 2 years with the question whether they are willing to help their coworkers in completing their work and the answers obtained 63% answered Yes "and as many as 37% of respondents" No ". Based on the result above the administrative support staff at University X who work, are willing to provide assistance for other employees outside their work even if they are not paid. The purpose of exploration is to obtain data on how much the level of OCB employees in an organization.

Based on previous research by Anis et al, 2011; Rini et al., 2013; Belias and Koustelios, 2014; Rukmini et al, 2017 that organizational culture, organizational commitment and job satisfaction influence the Organizational Citizenship Behavioral (OCB). There are two reasons underlying this research. The first reason is because there are things that indicate that the employees who work OCB are quite good. The second reason is that until now, no research has been conducted on the influence of organizational culture and job satisfaction on organizational commitment in improving OCB at University X. Then the research problem can be formulated as follows:

1. Does organizational commitment have a positive effect on job satisfaction?
2. Does the organizational culture have a positive effect on job satisfaction?
3. Does the organizational commitment have a positive effect on job satisfaction
4. Does the organizational culture have a positive effect on OCB?
5. Does job satisfaction have a positive effect on OCB?

LITERATURE REVIEW

Human Resource Management

Human resource management can be interpreted as a policy, training, and system that can influence the behavior and performance of the employees themselves. Then according to Schermerhorn (2013), human resource management is an attractive process, developing and even maintaining the workforce. According to Dessler (2014), human resource management is a process of obtaining, training, assessing and providing compensation to employees who are directly related to work relations, health, safety and justice for employees.

Organization Behavior

Kinicki and Fugate (2016) argue that organizational behavior is sourced from research and practice from many disciplines regarding how to deal with people's behavior at work. Furthermore, this includes anthropology, economics, ethics, management, organizational theory, political science, psychology, sociology, and statistics. The application of organizational behavior is very important in many fields and disciplines. Kinicki and Fugate (2016) also explained that technical knowledge related to a particular job is important, but the difference is the ability to influence and adjust and regulate others. Furthermore, by applying knowledge about organizational behavior, a person will have more access to available employment opportunities and contribute to the success that can be achieved.

Organizational Commitment

According to Robins and Jugde (2017), organizational commitment is defined as the extent to which the employee identifies his organization and his goal of wanting to maintain his organizational membership. There are three dimensions that are formed from the commitment of the organization itself, namely: (1) Affective commitment is an emotional feeling for the organization and a belief in its values. (2) Continuance commitment is the economic value that is felt from surviving in an organization when compared to leaving the organization. An employee may commit to an employer because he or she is highly paid and feels that resigning from the organization will destroy his family. (3) Normative commitment obligation to survive in the organization for moral or ethical reasons. Reinforced Allen and Meyer (1990) in Bakshi (2011) states that organizational commitment consists of three dimensions of construct as follows: (1) Affective component which is part of organizational commitment that can be interpreted as an emotional feeling approach from employees, identifying, and developing yourself in an organization. (2) Continuous component is defined as commitment based on the costs associated with employees leaving the organization. (3). The normative component is defined as the employee's feelings towards the demands of the organization.

Organization Culture

Organizational culture is defined as a collection of shared values and norms that control an organization's members in interacting with others and with people outside of the organization itself. According to him organizational culture can arise due to several factors, namely: (1) Characteristics of the people concerned with the organization, each company has a different organizational culture because each of their members has different characteristics as well as interacting, choosing and holding person. Therefore the main sources of the culture of the organization itself are the people in the organization itself. (2) Organizational Ethics, in this case describes the moral values, beliefs, and rules set according to the way the organization is ultimately adapted to the organizational environment. (3) Property rights, are the rights granted by the organization to each of its members to obtain and use the resources owned by the organization. The rights granted such as the right to opinion, increased salary, make certain decisions, and compensation. Property rights are also defined as the rights and

responsibilities of each member who can develop differences in norms, values and behavior in organizations. Meanwhile, according to Schein (2009), organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which has worked well enough to consider the truth, therefore, to be taught to new members as the correct way to see, think, and feel the connection with existing problems.

Job Satisfaction

Job satisfaction is what employees really want from their work, even more than their desire for job security or higher salaries (Lussier, 2011). Job satisfaction greatly influences work attendance and their reciprocity to the organization. Employees who are dissatisfied with their work will have low absenteeism, and most are just stuck on the job. So the reciprocity given will also be low to the organization (Dessler, 2014).

Organization Citizenship Behavior

According to Kreitner and Kinicki (2010) define OCB as employee behavior that exceeds the demand for the work role itself. Then according to Luthans in Rukmini et al (2017) explains that OCB is defined as an attitude that is free from individuals, is not directly or explicitly recognized by the formal reward system, and enhances effective organizational functions. OCB consists of: Altruism (eg helping colleagues who are not present). Conscientiousness (eg working through time to complete a project), Civic virtue (eg voluntarily representing the company at an activity). Sportsmanship (eg sharing experiences dealing with project team failures following team recommendations on project success), Courtesy (for example, mutual understanding of empathy between employees).

Relation Organization Commitmen and Job Satisfaction

Organizational commitment is defined as one of the fundamental factors that influence the success of the company. Organizational commitment is the extent to which employees identify with certain organizations and how employees want to maintain their goals and desires to survive in the company (Robbins and Judge, 2017). Based on the results of research from Eslami and Gharakhani (2012) which says that there is a positive relationship between organizational commitment to job satisfaction. Then based on the results of research from Anis et al (2011) states that there is a positive and significant relationship between organizational commitment to job satisfaction. Inanc and Ozdilek's (2015) research results state that there is a significant relationship between organizational commitment to job satisfaction. So from the previous research above the first hypothesis was formed, namely:

H1: Organizational commitment has a positive effect on job satisfaction

Relation Organization Culture and Job Satisfaction

Based on the results of research from Nadarasa (2013), said that there is a significant relationship

between organizational culture and job satisfaction. Then according to Gull and Azam (2012) states that 4 types of organizational culture, namely Clan, Adhocracy,

Hierarchy, Market has a positive relationship with job satisfaction. Research results from Belias and Koustelios (2014) stated that there is a significant relationship between organizational culture and job satisfaction. Based on these studies the second hypothesis is obtained, namely:

H2: Organizational culture has a positive effect on job satisfaction.

Relation Organization Commitmen Organizational Citizenship Behavioral (OCB)

Bakhsi et al (2011) said that there is a positive influence on organizational commitment to OCB. Then there is a positive relationship between organizational commitment and OCB. After that Zadeh et al (2015) also stated that there was a positive relationship between organizational commitment and organizational citizenship behavior (OCB). From the statement above, it can be concluded that organizational commitment has an influence on Organizational Citizenship Behavioral (OCB). Previous research also supports the statement of a positive relationship between organizational culture and OCB (Bakhsi et al, 2011; Zadeh et al, 2015). Based on these studies the third hypothesis is obtained, namely:

H3: Organizational Commitment has a positive effect on OCB.

Relation Organization Culture Organizational Citizenship Behavioral (OCB)

Organizational culture is a basic concept of a company that is oriented to the importance of human resources. Human resources are activities carried out to attract, develop, and retain effective workers in an organization (Schein, 2009). Thus human resource management becomes the company's strategy in managing and maintaining organizational culture. Because culture is a factor in influencing individual behavior itself. Ghasghaeinia and Hafezi (2015) in their research showed that organizational culture has a positive influence on OCB. After that based on research from Atai et al (2014) found a significant correlation between organizational culture and OCB. Then Rukmini et al (2017) also in her research showed that organizational culture has a positive relationship with organizational citizenship behavior (OCB). Based on the research above, the fifth hypothesis is formed:

H4: Organizational culture has a positive effect on OCB

Relation Job Satisfaction and Citizenship Behavioral (OCB)

Job satisfaction is one of the factors that influence OCB. Understanding of OCB itself according to Kreitner and Kinicki (2007: 196) defines OCB as employee behavior that exceeds the demand of the work role itself. The existence of positive employee behavior indicates that job satisfaction of employees in the organization has been fulfilled. Research results from Mohamed. W.S (2016) states

that there is a significant relationship between job satisfaction with OCB. The results of research from Suparjo and Darmanto (2015) showed a positive relationship of job satisfaction with OCB. Then the same results from Tabatabaei et al (2015) also stated that job satisfaction has a positive effect on organizational citizenship behavior (OCB). Based on this research, the fourth hypothesis is obtained:

H5: Job satisfaction has a positive effect on OCB

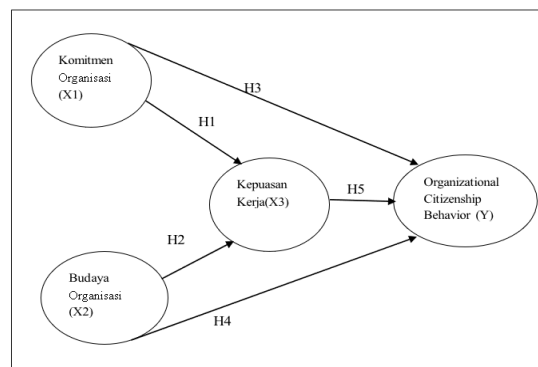


Figure 1. Research Model

RESEARCH METHOD

The quantitative paradigm in this study builds on the philosophy of positivism. Corresponding to Sekaran and Bougie (2017) the research process is based on rational thinking, numerical empirical data. The target population is academic supporting staf at X University. Sampling using purposive random sampling for academic supporting staff that has minimal 2 years working periods. The number of research samples is 220 people. according to Ghozali (2015) that the sample size for the Partial Least Square Structural Equation Model does not require a large sample size, a minimum of four times the number of latent variables. A response rate of 100% means that of the 220 questionnaires distributed 220 can be processed according to the research objectives. The questionnaire uses a five-scale Likert scale including (5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree).

Data processing uses PLS-SEM according to Abdillah and Jogiyanto (2015) which says PLS is a multivariate statistical technique that can make comparisons between multiple dependent and multiple independent variables. In additions PLS functions to understand the size of small research samples, missing data and multicollinearity. In PLS-SEM it is necessary to test the outer model (model of measurement) for the measurement of validity and reliability. According to Ghozali (2015), this is done through convergent validity, discriminant validity, composite reliability and Cronbach alpha. According to Ghozali (2015) convergent validity through loading factors > 0.7; and average variance extracted (AVE) > 0.5. The AVE value must be greater than the latent variable correlation. Reliability

testing is carried out using composite reliability, achieved if it exceeds 0.7. In discriminant validity seen from the square root AVE construct should be more than correlation between constructs in the model. Then we need to test the inner model (structural model) (Ghozali, 2015). After that, structural model evaluated using R-square. Then, test for dependent variable, value of the path coefficient namely t-values test the significance of inter structural variables models defined by Abdillah and Jogiyanto (2015). R square is declared strong if > 0.67 and t-value must be above 1.65 with a significant level of 0.05.

RESULT AND DISCUSSION

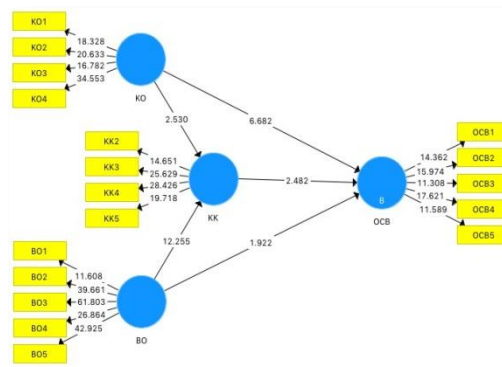


Figure 2. Outer Loading

Based on Figure 2 which is the result of calculation data from outer loading. An indicator is declared valid if the indicator has a value above 0.7 (Ghozali and Latan 2012, 78). Every indicator-indicators on existing variables have fulfilled the specified conditions that have exceeded a number of 0.7. Therefore, any existing indicators will be used for further research. After testing the validity of the data through outer loading, the next thing to do is to test based on the average variance extracted (AVE) value. The following results of testing AVE data that has been processed and obtained through calculations from the SmartPLS program.

Table 1. AVE Result

<u>Indikator</u>	<u>Average Variance Extracted (AVE)</u>
<u>Budaya Organisasi</u>	0.705
<u>Kepuasan Kerja</u>	0.617
<u>Komitmen Organisasi</u>	0.660
<u>Kepuasan Kerja</u>	0.555

Table 1 shows the AVE value of each of the variables used. The organizational culture variable has a AVE value of 0.705 which means that 70.5% of the variance indicators can be explained. Then the variable job satisfaction has a AVE value of 0.627 which means that 61.7% of the variance indicators can be explained. In the third variable, the organizational commitment variable has a AVE value of 0.661, which means that 66.0% of the variance indicators can be explained. And the last variable, job satisfaction, has the highest AVE value, that is 0.555, which means that 55.5% of variance indicators can be explained. From the data above, it can be concluded that all variables used have met the criteria in AVE calculation.

In testing the validity of the actual research discriminant testing is also carried out. Testing discriminant validity can be seen from the square root AVE for each construct greater than the correlation between constructs in the model which is a criterion of Fornell-Lacker (Ghozali and Latan 2012, 78-79). The calculation of the reliability value can be seen in the table below.

Table 2 Result Discriminant Validity

	Budaya Organisasi	Kepuasan Kerja	Komitmen Organisasi	OCB
Budaya Organisasi	0.840			
Kepuasan Kerja	0.838	0.786		
Komitmen Organisasi	0.720	0.681	0.812	
OCB	0.768	0.748	0.810	0.748

Table 2 shows the results of the calculation of discriminant validity based on the Fornell and Lacker's criteria. Based on the table above it can be seen that the values in the rows and columns of the organizational culture show the highest value among the values below that is equal to 0.840. Therefore it can be concluded that the AVE square root value is higher than the correlation value so that the variable organizational culture meets the requirements of discriminant validity. Furthermore, in the columns and rows job satisfaction has the highest value as well as the values below that indicate a value of 0.786. Therefore it can be concluded that the AVE square root value is higher than the correlation value so that job satisfaction satisfies the specified requirements.

Here are the results of data processing in reliability research. Data results for the reliability test. It can be seen that the organizational culture variable has a Composite Reliability value of 0.922. This figure exceeds the conditions, so the organizational culture variables are declared reliable. Then in the second variable that job satisfaction has a Composite Reliability value of 0.865 which also exceeds the conditions. So the job satisfaction variable is also declared reliable. Then in the third variable, organizational commitment has a number that meets the requirements, which is 0.886. So that the variable organizational commitment is stated reliable. And finally the OCB variable, has a Composite Reliability value of 0.862 which means that the OCB variable is declared reliable.

Table 3. Reliability Result

<u>Variabel</u>	<u>Composite Reliability</u>	<u>Reliabilitas</u>
Budaya Organisasi	0.922	Reliabel
Kepuasan Kerja	0.865	Reliabel
Komitmen Organisasi	0.886	Reliabel
OCB	0.862	Reliabel

Table 3 shows the results of the data for the reliability test. It can be seen that the organizational culture variable has a Composite Reliability value of 0.922. This figure exceeds the conditions, so the organizational culture variables are declared reliable. Then in the second variable that job satisfaction has a Composite Reliability value of 0.865 which also exceeds the conditions. So the job satisfaction variable is also declared reliable. Then in the third variable, organizational commitment has a number that meets the requirements, which is 0.886. So that the variable organizational commitment stated reliable. And finally the OCB variable, has a Composite Reliability value of 0.862 which means that the OCB variable is declared reliable.

Table 4. Variance Inflation Factor (VIF)

<u>Variabel</u>	<u>VIF</u>
Budaya Organisasi	3.903
Kepuasan Kerja	3.507
Komitmen Organisasi	2.167
OCB	

Table 4 is the result of VIF calculation. Based on table 4, it can be seen that all variables have met the requirements, namely VIF values below 5. Organizational culture variables have a value of 3,903, so it can be said that organizational culture does not have high colonearity. Then the variable job satisfaction has a value of 3.507, so it can be concluded that job satisfaction has a high degree of colonearity. Then the organizational commitment variable has a value of 2,167, so it can be concluded that organizational commitment has a high degree of colonearity.

Evaluation of structural models can be evaluated using the SmartPLS program by looking at the R-square for each endogenous latent variable as the predictive power of the structural model (Ghozali and Latan, 2012, 82). The results of the R-square show the number of variants of the construct explained by the model. Following are the results of the R-square calculation in this study. The R-square calculation results are 0.735 or 73.5% at OCB. This figure shows that the prediction of

endogenous variables is included in the strong category. In accordance with Chin's statement in Ghazali and Latan (2012, 82), the R-square value is declared strong if the value exceeds the 0.67 number.

Hypothesis Testing Results

Table 5. Hypotheses Testing

H _i	Hipotesis	Original Sampel (o)	Sampel Mean (M)	Standart Deviation (STDEV)	T-Statistic (o /STDEV)
H1	Komitmen Organisasi → Kepuasan Kerja	0.161	0.162	0.064	2.530
H2	Budaya Organisasi → Kepuasan Kerja	0.722	0.722	0.059	12.255
H3	Komitmen Organisasi → OCB	0.498	0.501	0.075	6.682
H4	Budaya Organisasi → OCB	0.224	0.218	0.116	1.922
H5	Kepuasan Kerja → OCB	0.221	0.226	0.089	2.482

After calculating the R-square, the next step is to look at the significant level to determine the effect between the variables used by the bootstrapping or jackknifing method. The use of the method for this research is bootstrapping. The use of bootstrapping method is done because it is considered more efficient than using jackknifing. The use of the jackknifing method is considered inefficient because it does not include confidence intervals (Ghozali and Latan, 2012, 85). The literature used to correct PLS standard error estimates in accordance with Ghazali and Latan's recommendations (2012, 158) is

1000. The first hypothesis statement, organizational commitment has a positive effect on job satisfaction.

This last hypothesis has a t-value of 2,530 which means it meets the specified conditions. The second hypothesis with the statement, organizational culture has a positive effect on job satisfaction. This second hypothesis has a t-value of 12,255 which can be concluded that the second hypothesis is accepted. In other words, the organizational culture that the company runs, such as vision and mission, could have an effect on the job satisfaction of every academic supporting administrative staff of the company. The third hypothesis with the statement, organizational commitment has a positive effect on OCB. This third hypothesis has a t-value of 6,682, meaning that the third hypothesis meets the requirements. In other words, the organizational commitment that employees receive affects their behavior in working for the company. The fourth hypothesis with the statement, organizational culture has a positive effect on OCB. This fourth hypothesis has a t-value of 1,922, meaning that the fourth hypothesis does not meet the requirements. In other words, the organizational culture that employees have does not have a significant influence on their behavior while working. The fifth hypothesis is that the statement of job satisfaction has a positive effect on OCB. This fifth hypothesis has a t-value of 2.482, meaning that the fifth hypothesis is eligible. In other words, each job satisfaction value applied has a significant effect on the behavior of every employee.

DISCUSSION

Organizational Commitment to Job Satisfaction

The first hypothesis, organizational commitment has a positive effect on job satisfaction. The first hypothesis is accepted. In accordance with the statement of Belias and Koustelios (2014) that organizational commitment has a positive relationship with job satisfaction. Then according to Eslami and Gharakhani (2012) based on the results of his research stated that organizational commitment has a positive effect on job satisfaction. The same thing from the research results of Inanc and Ozdilek (2015) which states that there is a significant relationship between organizational commitment to employee job satisfaction. From this statement it can be seen that the loyalty given such as working wholeheartedly, the quality of working, working for a long time is very influential on the satisfaction of each employee. So that if a company cannot create work commitments in accordance with what is desired from its employees, it will greatly affect the satisfaction of their work towards X University itself. This can be detrimental to University X, and can decrease company productivity

Organizational Culture of Job Satisfaction

The second hypothesis, Organizational Culture has a positive effect on job satisfaction. Show that the second hypothesis is accepted. In accordance with the statement based on the results of research from Nadarasa (2013), said that there is a significant relationship between organizational culture and job satisfaction. Then according to Gull and Azam (2012) stated that 4 types of organizational culture,

namely Clan, Adhocracy, Hierarchy, Market have a positive relationship with job satisfaction. Research results from Belias and Koustelios (2014) stated that there is a significant relationship between organizational culture and job satisfaction. So that a pleasant work environment, and vision and mission that runs smoothly affect the job satisfaction of every employee.

Organizational Commitment to OCB

The third hypothesis, Organizational commitment has a positive effect on OCB. The test results in table 5 show that the third hypothesis was accepted. In accordance with the statement of Zadeh et al (2015) that indirectly organizational commitment also affects OCB. Then there is a significant relationship between organizational commitment to OCB. Then Bakhsi et al (2011) said that there was a positive influence on organizational commitment to OCB. From this statement it can be seen that every employee who has a high level of commitment will have good behavior towards the company. High commitment to the company can occur because they feel satisfaction with the company and also have a sense of responsibility to the University of X for providing what they want. This sense of responsibility is a form of good behavior towards the company. If the commitment of each academic supporting administrative staff of the academic supporting administrative staff goes well, it will be very beneficial for University X especially in terms of productivity. In addition, every commitment is closely related to the behavior of every employee who works.

Organizational Culture of OCB

The fourth hypothesis, organizational culture has a positive effect on OCB. The test results in table 4.16 show that the fourth hypothesis was rejected. In accordance with the statement of Sanhaji et al (2016) that organizational culture does not have a significant relationship to OCB. From this statement it can be seen that the company's vision and mission are not yet appropriate or significant to the desires of the entire organization including employees on the production line. Perhaps what has happened is that the formation of organizational culture in employee orientation by creating the right environment has not been able to exert a great influence on OCB itself. Things like this should be considered well by the company. Because the use of organizational culture used can determine the achievement of the goals of University X well or not.

Job Satisfaction with OCB

The fifth hypothesis, Job satisfaction has a positive effect on OCB. The test results in table 4.16 show that the fifth hypothesis was accepted. In accordance with the statement of Suparjo and Darmanto (2015) that job satisfaction has a positive relationship with OCB. Then Mohamed. W.S (2016) states that there is a significant relationship between job satisfaction with OCB. Then the same results from Tabatabei et al (2015) also stated that job satisfaction has a positive effect on organizational citizenship behavior (OCB). This shows that job satisfaction given by the company gives good things to the company. The good thing is in the form of good behavior which is possessed by every academic

supporting administrative staff. This means that the level of satisfaction given will affect the amount of attitudes and behavior possessed by each employee. This will greatly help the company in achieving its goals. Therefore it is necessary for companies to maintain job satisfaction from employees and it is possible to increase the level of job satisfaction of each employee.

CONCLUSION, RECOMENDATION

Based on the results of the discussion it can be concluded that:

H1 Organizational Commitment statement has a positive effect on job satisfaction received. Therefore it can be concluded that the effect of the organizational commitment that is carried out influences the commitment of every employee who works.

Then in H2 with a statement of organizational culture a positive effect on job satisfaction, accepted. Therefore it can be stated that the organizational culture of the company gives effect to job satisfaction on every employee.

On the H3 statement, organizational commitment has a positive effect on OCB, accepted. So it can be concluded that the level of loyalty of employees given affect the behavior of each employee.

On H4 with the statement, organizational culture has a positive effect on OCB, was rejected. So it can be concluded that organizational culture does not affect the behavior of every employee.

On H5 with a statement, Job satisfaction has a positive effect on OCB, accepted. So it can be concluded that job satisfaction of employees in the company affects the attitudes and behavior of every employee.

Based on the results of the analysis conducted, several things can be described as suggestions for organizations to improve OCB by focusing on improving organizational culture, job satisfaction, and organizational commitment.

From the results of hypothesis testing, H1 is supported by a statement of organizational commitment that has a positive effect on job satisfaction. This means that employees have high loyalty to the company. The intended organizational commitment is the affective component, continuance component, and normative component. Based on the results of descriptive statistics, all indicators fall into the "Agree" category. Thus, organizations should continue to increase the organizational commitment of this operational definition to a higher stage, namely: "Strongly Agree".

The thing that must be done by the organization is by giving voting rights to the employees so that they can express what they don't like, for example, employees can directly come to the office to give problems to the leadership. Then also good leadership and general focus can also make employees

become satisfied to work in the company, for example by listening to the problems experienced by employees and trying to provide the right solution. From the results of hypothesis testing, H2 is accepted with the statement of organizational culture having a positive effect on job satisfaction. Means the value of organizational culture that is run by the company is in accordance with an influence in increasing job satisfaction for employees. The intended job satisfaction is based on three indicators in the definition of operational concepts, namely salary, promotion, and supervision from superiors.

Based on the results of descriptive statistics, all indicators fall into the "Agree" category. So it is necessary for organizations to maintain and enhance organizational culture with this operational definition to a higher stage, namely: "Strongly Agree". In enhancing the higher organizational culture, companies need to take actions such as giving rewards to employees who excel in their work, creating good communication between fellow workers and leaders, for example such as lunching together can also discuss work results every 3 months with individuals and work team to obtain employee feedback. From the results of hypothesis testing, H3 is accepted with the statement of organizational commitment having a positive influence on OCB.

This means that the company needs to maintain the work organization's commitment given. Based on the results of descriptive statistics, all indicators fall into the "Agree" category. Thus, organizations must continue to increase organizational commitment with this operational definition to a higher stage, namely: "Strongly Agree". Therefore, in upgrading to a higher level, it is necessary to hold a vacation trip together, so that a sense of togetherness with the organization exists, then improve the ability of employees such as conducting work skills training and also providing work challenges so that they will remain enthusiastic in working for the organization, because they feel developed there. And provide technology that makes their jobs easier like practical production machines for employees, so that employees become more comfortable in doing their jobs. From the results of hypothesis testing, H4 is rejected with the statement of organizational culture having a positive influence on OCB.

This means that the implementation of the vision and mission and orientation of each employee does not have a significant influence on OCB. If the organizational culture of each employee is low, then the behavior of each employee is not good, and vice versa. Based on the results of descriptive statistics, all indicators fall into the "Agree" category. Thus, organizations must continue to improve organizational culture and OCB with this operational definition to a higher stage, namely: "Strongly Agree".

In this case the company needs to create a harmonious and conducive working atmosphere so that employees have a sense of pride in their work, for example holding an internal competition between work teams. Then also celebrated the company's goals achieved, such as eating together. This celebration shows that the work of employees is valued by the company and will make every employee

happy with the company. From the results of hypothesis testing, H5 is accepted with a statement of job satisfaction having a positive effect on OCB. This means that the value of job satisfaction also has a significant influence on each employee's behavior. Based on the results of descriptive statistics, all indicators fall into the "Agree" category. Organizations must continue to increase the value of job satisfaction and OCB with this operational definition to a higher stage namely: "Strongly Agree".

In this case the company needs to create a good relationship between the leadership and employees, as well as creating a good relationship between fellow employees. And also evaluates the work done by employees every semester, whether they really like the work they have done.

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