

# THE EFFECT OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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**ABSTRACT:** This experiment aims to determine the effect of organizational culture, satisfaction organisasional kerja and commitment to organizational citizenship behavior. This research was conducted at the Department of Youth and Sports of Gianyar regency. This study used a sample of 58 employees of the Department of Youth and Sports of Gianyar regency. The research method using saturated sample, the entire study population chosen as respondent. The data analysis technique used is multiple linear regression analysis, the classical assumption test, and hypothesis testing. Job satisfaction variables have a dominant effect on organizational citizenship behavior of employees Department of Youth and Sports of Gianyar regency. Hypothesis testing results indicate the organization's culture, job satisfaction and organizational commitment significant positive effect on organizational citizenship behavior. Based on the results of this study can be used as guidelines for the Department of Youth and Sports Gianyar district to improve the attitude of OCB by watching and maintaining mutual help fellow colleagues, put the employees in accordance with their interests and talents and is committed to comply with applicable rules so as to improve the attitude of OCB.

**KEYWORDS:** *organizational culture, job satisfaction, organizational commitment, organizational citizenship behavior*

## I. INTRODUCTION

*Organizational citizenship behavior* (OCB) is the behavior of the employees in companies who volunteered to help his co-workers. Laksmi and Nicholas (2015) states that OCB is a positive behavior of individuals as members of the organization in the form of conscious and voluntary willingness to work and contribute to the organization of more than demands formally within organizations that support the functioning of the organization effectively. Stanley (2013) states that the OCB marked by efforts in any form that is based on employee policies that benefit the organization without expecting anything in return. Examples of OCB behaviors which help colleagues initiative, adherence to the rules and procedures within the company, not wasting work time, propose ideas or useful advice, better able to work without supervision and leadership of this behavior is usually characterized by spontaneity and ketelusuran (Maria et al., 2015). Organ (1990) in Memon et al., (2017) states that the OCB does not only include positive behavior that can improve the functioning of the organization but can also potentially impair the function of the organization. One of the steps taken by the organization to improve the behavior of OCB is to consider factors such as organizational culture, job satisfaction and organizational commitment.

Robbins and Judge (2015: 355) defines organizational culture is a system adopted by the members of the organization that distinguishes itself with other organizations. Arifin (2015) states that organizational culture is all beliefs, feelings and behavior of symbols that reflect an organization. Dewanggana et al., (2016) states that organizational culture guide the behavior of employees to improve the ability to work, commitment and loyalty, as well as the behavior of extra roles such as: help colleagues, volunteer activities extra, to avoid conflicts with co-workers, protect property organization, respecting the rules in force, the tolerance on the situation is not ideal / fun, give constructive feedback, and not wasting time at work. Organizational culture refers to a pattern of shared basic assumptions or group can solve the problem that was adopted from the external and internal integration that has worked well enough to be considered (Miharty, 2013). Xiaoming and Junchen (2012) states that the organizational culture as a way of resolving problems caused by external and internal factors were applied consistently for the group or organization. According Nimran (2004: 155) in life, people are effected by a culture where it is located as values, beliefs and social behavior or society. An

organizational culture serves as a differentiator limit on the environment, as well as other groups and organizations as a mechanism of control in guiding and shaping the attitude and behavior of employees (Supartha, 2008: 27). Organizational culture positive for OCB in companies. Based on the results of research conducted by Mahardika and Authority (2019) states that organizational culture positive and significant effect on organizational citizenship behavior.

In addition to the organizational culture can effect the OCB is job satisfaction. Giaque et al., (2014) stated that job satisfaction is an individual response to the experience in the work. Kreitner and Kinicki (2008) in Putriana (2015) expressed satisfaction at work as effective or emotional response to various aspects. Job satisfaction is a strategic issue, if not the fulfillment of job satisfaction it will have an effect on the working poor results. Someone who is satisfied will do something positive and help the leadership and colleagues beyond normal expectations in its work so as to achieve organizational goals, whereas if someone is not satisfied would be negative and would not help the leadership and colleagues in achieving organizational goals.

Another factor that can effect the OCB namely organizational commitment. The commitment will encourage the creation of OCB employee in an organization. Imamoglu et al., (2019) states that employee commitment is very important for the organization, because it consists of employees' desire to work with the organization in order to achieve organizational goals. Organizational commitment refers to the bonds held by employees at their place of work (Imamoglu et al., 2019). According to Mc Neese-Smith (1996) in the Moon (2013) organizational commitment is defined as a measure of the strength of identification of employees with the goals and values of the organization and be involved in it, organizational commitment also be a better indicator for employees who want to continue to work or want to move. According Luthan, (2006) in Setyaningrum (2017) states the organization's commitment is an attitude which reflects the employees' loyalty to the organization. Research conducted by Ratnaningsih (2013) found that organizational commitment and significant positive effect on organizational citizenship behavior.

Based on the results of pre-research with interview at the Department of Youth and Sports Gianyar, Bali, Indonesia on 4 employees conducted by researchers, where two people from the development and youth empowerment, and two people from the public and personnel. They state owned OCB behaviors of employees at the Department of Youth and Sports of Gianyar regency categorized as low. This condition can be seen from the lack of team orientation and relationship of co-workers who do not conform to what is expected so as to give rise to a lack of desire to help their fellow employees works. Employees feel their work tends to be dull due to repetitious work as well as the lack of job rotation applied by the Department of Youth and Sports Gianyar Regency that will effect on the performance of employees and at the time of the break has been completed there are many employees who are dikantin and are outside the office, due to negligence of employees the resulting employee can not perform their duties optimally. Youth and Sports Service employee Gianyar Regency also be passive in the organization and are only concerned with their own work from the work of others, so that commitments are owned be decreased and a small probability for employees to perform OCB behaviors.

These conditions indicate the need for attention from the leaders or superiors Department of Youth and Sports in fostering employee Gianyar district to improve the behavior of OCB to support organizational goals. Low OCB behavior of employees at the Department of Youth and Sports will have an effect on overall organizational performance and reduced effectiveness at the Department of Youth and Sports Gianyar, Bali Indonesia.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Based on the results of research conducted by Mahardika and Authority (2019) states that organizational culture positive and significant effect on organizational citizenship behavior. This shows that when the organizational culture implemented very well in the organization will improve the attitude of OCB on employees. Research Purnama (2013) states that organizational culture significantly effect organizational citizenship behavior. Erna research Setyawati (2012) says that the organizational culture positive and significant effect on organizational citizenship behavior. Research conducted by Setyaningrum (2015) states that organizational culture positive and significant effect on organizational citizenship behavior.

Research Cahyono, et al. (2016) suggest that organizational culture show a significant effect on organizational citizenship behavior. Wijaya and Yuniawan (2017) states that organizational culture positive and significant effect on organizational citizenship behavior. Research conducted by Nugraha and Adnyani (2018) states that organizational culture is partially positive and significant effect on organizational citizenship behavior. Demirel et al., (2018) states that organizational culture positive and significant effect on organizational citizenship behavior.

H1: Organizational culture is positive and significant effect on organizational citizenship behavior

Based on the research results and Susanto Wijaya (2014) stated that job satisfaction is positive and significant effect on organizational citizenship behavior. This means that if the higher employee satisfaction, it can improve the organizational citizenship behavior in XYZ Surabaya significantly. Research Prasetyo et al., (2017) stated

that job satisfaction has positive effect on organizational citizenship behavior. Claudia (2018) in his research stating that job satisfaction significantly affect organizational citizenship behavior.

Research Ngadiman et al., (2013) expressed satisfaction at work has a significant effect on organizational citizenship behavior. Research conducted by Prameswari and Suwandana (2017) stated that job satisfaction is positive and significant effect on organizational citizenship behavior. Research conducted by Nice and the Goddess (2016) found that there is positive and significant correlation between job satisfaction on organizational citizenship behavior. Research conducted by Mustikasari and Rahardjo (2016) stated that job satisfaction is positive and significant effect on organizational citizenship behavior.

H2: Job satisfaction and significant positive effect on organizational citizenship behavior

Based on the results Oemar (2013) there is positive and significant correlation between organizational commitment on Organizational Citizenship Behavior. This means that if organizational commitment increases, organizational citizenship behavior of employees will be increased. Vice versa, if the organizational commitment are declining, organizational citizenship behavior will decline. Claudia (2018) menyatakan that organizational commitment and significant positive effect on organizational citizenship behavior. Research conducted by Sucahya and Suana (2016) examined the effect of organizational commitment on organizational citizenship behavior in 67 employees in the Integrated Licensing Services Agency One Stop Investment (BPPTSP &

Research conducted by Putrana, et al. (2013) found that organizational commitment has a positive and significant effect on organizational citizenship behavior of employees of PT. Gelora Persada Mediatama. Research conducted by Zayas et al., (2015) states that organizational commitment and significant positive effect on organizational citizenship behavior. Demirel et al., (2018) states that organizational commitment and significant positive effect on organizational citizenship behavior. Research conducted by Gunawan and Netra (2017) states that organizational commitment and significant positive effect on organizational citizenship behavior of employees at PT. BPR ASHI di Mengwi, Badung. This shows that the higher the organizational commitment at PT. BPR ASHI di Mengwi, Badung, the higher the behavior of organizational citizenship behavior of employees at PT. BPR ASHI di Mengwi, Badung. Research conducted by Prameswari and Suwandana (2017) states that organizational commitment and significant positive effect on organizational citizenship behavior.

H3: organizational commitment and significant positive effect on organizational citizenship behavior.

### III. METHODS

The location study was conducted at the Department of Youth and Sports Gianyar Regency is located at Jalan Sandat No. 3 Gianyar, Bali Indonesia. This location was chosen because it found issues related to organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior. Selection of study sites based on the availability of adequate data and is able to be processed by the researcher. The object of this research is the organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB). The population in this study were employees of the Department of Youth and Sports Gianyar regency totaling 58 people. So in this study the entire population sampled. The sample size in this study were 58 employees including management. Multiple linear regression analysis is used to determine pengaruh organizational culture, job satisfaction and organizational commitment on organizational citizenship behavior (OCB). The dependent variable in this study is organizational citizenship behavior (OCB) while the independent variables are the organizational culture, job satisfaction and organizational commitment. Regresi linear models formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots\dots\dots (1)$$

Information:

Y = *Organizational Citizenship Behavior (OCB)*

$\alpha$  = constant

$\beta_1 \beta_2 \beta_3$  = Coefficient of variable X regresi<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>

X<sub>1</sub> = Cultural Organization

X<sub>2</sub> = Job Satisfaction

X<sub>3</sub> = Organizational Commitment

e = error

#### IV. RESULTS AND DISCUSSION

##### Simultaneous Test (F Test)

Feasibility Test models (Test F) aims to determine the feasibility of multiple linear regression model as an analytical tool that examines the effect of independent variables on the dependent variables simultaneously. If the level is significantly smaller than  $\alpha = 0.5$ , then the regression model is feasible to be used as an analytical tool. Calculation results of the F test is shown in Table 1.

**Table 1.**  
**F Test Results**

Model		Sum of Squares	Df	mean Square	F	Sig.
	Regression	19.695	3	6.565	82.175	0,000a
1	residual	4.314	54	.080		
	Total	24.009	57			

Primary Data, 2019

Therefore  $F_{hitung} = 82.175 > F_{table} = 2.77$  with significant value  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  accepted. This means that the organizational culture, job satisfaction and organizational commitment simultaneous positive and significant effect on organizational citizenship behavior of employees Department of Youth and Sports of Gianyar regency.

##### Partial test (t test)

, The t-test is used to show how far partially independent variables affect the dependent variable. The t-test was conducted to test the effect of organizational culture, job satisfaction and organizational commitment on organizational citizenship behavior partially. The results of the t test calculations are presented in Table 2.

**Table 2. Test results of t-test**

Coefficients <sup>a</sup>						
Model		Coefficients unstandardized		standardized Coefficients	T	Sig.
		B	Std. Error	beta		
1	(Constant)	-0.079	0.277		-0.287	0.775
	Organizational culture	0.297	0,137	0.277	2,164	0,035
	Job satisfaction	.430	0,118	0.423	3,644	0,001
	organizational commitment	.298	0,137	0.257	2,181	0,034

Primary Data, 2019

##### Effect of Organizational Culture on Organizational Citizenship Behavior

Table 2 t test results effect Organizational Culture on Organizational Citizenship Behavior obtained by the Sig. t amounted to 0,035 with beta coefficient of 0.297 is positive. Value Sig. t 0.035  $< 0.05$  so that  $H_0$  rejected and  $H_1$  accepted. This means that the organizational culture significant positive effect on Organizational Citizenship Behavior.

The results of this research to develop opinions of Maahardika and Authority (2019) states that organizational culture positive and significant effect on organizational citizenship behavior. This suggests that if applied to very good organizational culture within the organization, it will improve the attitude of organizational citizenship behavior (OCB). Research Purnama (2013) states that organizational culture positive and significant effect on organizational citizenship behavior. Erna research Setyawati (2012) states that organizational culture positive and significant effect on organizational citizenship behavior of employees of PT. PLN (Persero) Service Area and Network (APJ) Purwokerto. Research Setyaningrum (2015) states that organizational culture positive and significant effect on organizational citizenship behavior. Research Cahyono, et al. (2016) suggest that organizational culture positive and significant effect on organizational citizenship behavior of medical personnel at the RSU Kaliwater Jember.

According to Wijaya and Yuniawan (2017) organizational culture positive and significant effect on organizational citizenship behavior of employees portion conduction PT. Pos Indonesia Processing Center Semarang. This means that the higher and better the culture of the organization applied it can increase OCB attitude of the employees of PT. Pos Indonesia Processing Center Semarang. Nugraha and Adnyani (2018) states that organizational culture positive and significant effect on organizational citizenship behavior in the Secretariat of Denpasar. Damirel et al., (2018) states that organizational culture positive and significant effect on organizational citizenship behavior. Husodo (2018) states that organizational culture positive and significant effect on organizational citizenship behavior in PT. Jatim Indo Lestari.

### Effect of Job Satisfaction on Organizational Citizenship Behavior

Table 2 t test results effect Job Satisfaction on Organizational Citizenship Behavior obtained by the Sig. t is 0,001 with a beta coefficient of 0.430 is positive. Value Sig. t 0.001 <0.05 so that H0 rejected and H1 accepted. This means that job satisfaction significant positive effect on Organizational Citizenship Behavior.

These results are consistent with research conducted by Wijaya and Susanto (2014) stated that job satisfaction is significant positive effect on organizational citizenship behavior. This means that if the higher job satisfaction, it can improve the attitude of organizational citizenship behavior in PT. XYZ Surabaya significantly. Prasetio et al., (2017) stated that job satisfaction is positive and significant effect on organizational citizenship behavior. Organizations that want their employees to expand, then the organization should focus on human resource policies that are associated with increased job satisfaction. If employees are satisfied then employees tend to show the attitude of organizational citizenship behavior is higher. Research conducted by Claudia (2018) stated that job satisfaction significantly affect organizational citizenship behavior. Prameswari and Suwandana (2017) stated that job satisfaction is positive and significant effect on organizational citizenship behavior.

Research conducted by Nice and the Goddess (2016) found that there is positive and significant correlation between job satisfaction on organizational citizenship behavior. Mustikasari and Rahardjo (2016) stated that job satisfaction is positive and significant effect on organizational citizenship behavior of employees of PT. Persero PLN Distribution Central Java and Yogyakarta). Son and Supartha (2017) examine the effect of job satisfaction on organizational citizenship behavior on 52 employees at the Green Garden Hotel Bali and get the results that job satisfaction is positive and significant effect on organizational citizenship behavior. Saepudin and Sundring (2019) stated that job satisfaction is positive and significant effect on teachers' organizational citizenship behavior of SMA in Tambun Utara sub district and subdistrict Baabelan.

### Effect of Organizational Commitment on Organizational Citizenship Behavior

Table 2 t test results effect Organisasinal Commitment on Organizational Citizenship Behavior earned value Sig. t amounted to 0,034 with beta coefficient of 0.298 is positive. Value Sig. t 0.034 <0.05 so that H0 rejected and H1 accepted. This means that the Organizational Commitment significant positive effect on Organizational Citizenship Behavior.

These results are consistent with research conducted by Oemar (2013) there is positive and significant correlation between organizational commitment on Organizational Citizenship Behavior. This means that if organizational commitment increases, organizational citizenship behavior of employees will be increased. Vice versa, if the organizational commitment are declining, organizational citizenship behavior will decline. Claudia (2018) menyatakan that organizational commitment and significant positive effect on organizational citizenship behavior. Research conducted by Sucahya and Suana (2016) examined the effect of organizational commitment on organizational citizenship behavior in 67 employees in the Integrated Licensing Services Agency One Stop Investment (BPPTSP &

Research conducted by Putrana, et al. (2013) found that organizational commitment has a positive and significant effect on organizational citizenship behavior of employees of PT. Gelora Persada Mediatama. Research conducted by Zayas et al., (2015) states that organizational commitment and significant positive effect on organizational citizenship behavior. Demirel et al., (2018) states that organizational commitment and significant positive effect on organizational citizenship behavior. Research conducted by Gunawan and Netra (2017) states that organizational commitment and significant positive effect on organizational citizenship behavior of employees at PT. BPR ASHI di Mengwi, Badung. This shows that the higher the organizational commitment at PT. BPR ASHI di Mengwi, Badung, the higher the behavior of organizational citizenship behavior of employees at PT. BPR ASHI di Mengwi, Badung. Research conducted by Prameswari and Suwandana (2017) states that organizational commitment and significant positive effect on organizational citizenship behavior.

### Dominant Variable Effects

The most dominant variable effect on Organizational Citizenship Behavior staff of Department of Youth and Sports Kaabupaten Gianyar can be seen from Coefficients standardized beta values in Table 2. The value of standardized beta Coefficients indicate job satisfaction variables (X2) having the highest koefien compared with other variable which is equal to 0.423. This shows that job satisfaction (X2) is the most dominant variable influencing Organizational Citizenship Behavior.

### The coefficient of determination (R<sup>2</sup>)

Determination analysis was conducted to determine the extent of variation of the independent variable is Cultural Organization (X1), job satisfaction (X2), Organizational Commitment (X3) on Organizational Citizenship Behavior (Y). The coefficient of determination is 0 (zero) or 1 (one). R Square small means the ability of independent variables in explaining the variation of the dependent variable are very limited.



A value close to 1 means that the independent variable can provide almost all the information needed to predict the variation of the dependent variable. Based on the results SPSS calculations are presented in Table 3.

**Table 3. Determination Coefficient Analysis Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,906	.820	.810	0.28265

Primary Data, 2019

Based on Table 3, it is known that the value of R square (R<sup>2</sup>) is 0.820. Analysis of determination using the following formula:

$$Kd = r^2 \times 100\%$$

$$Kd = 0.820 \times 100\%$$

$$Kd = 82\%$$

Based on these results it can be seen that the value of R<sup>2</sup> = 82 percent, which means that 82 percent of organizational citizenship behavior (OCB) employees of the Department of Youth and Sports of the Gianyar regency is effected by variations of the organizational culture (X1), job satisfaction (X2), organizational commitment (X3), and the remaining 18 percent effected by other variables not examined in this study.

## V. CONCLUSION

The result showed that organizational culture has positive effect on organizational citizenship behavior. These results imply that every company and institution must maintain a culture of mutual help among fellow coworkers who need help. This makes every person has the awareness to help other colleagues, especially new colleagues in the study of his new job.

While job satisfaction has positive effect on organizational citizenship behavior. These results imply that companies and institutions need to maintain and increase job satisfaction by taking into account factors that affect a person such as the type of work, place the employee on the job in accordance with their interests and talents, opportunities for promotion, social interaction and working relationships also affect employee satisfaction ,

In addition, the positive effect of organizational commitment on organizational citizenship behavior. These results implies that in order to further increase its commitment to the employees of the company or institution to remain as a member of the institution.

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