

Research article

# THE INFLUENCE OF JOB SATISFACTION, COMMITMENT AND ORGANIZATIONAL CULTURE ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES AT THE COMMUNITY AND VILLAGE EMPOWERMENT OFFICE DISTRICT LIMA PULUH KOTA, WEST SUMATERA INDONESIA

Feyola Doctrina, Fitri Sejati, Nasripul, Ishak Izad, Elsanra Eka Putra  
Master of Management STIE KBP Padang

[elsanraekaputra13@gmail.com](mailto:elsanraekaputra13@gmail.com)



OPEN ACCESS

This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

---

## Abstract

This study aims to see the effect of (1) Job Satisfaction with OCB employees of the Community and Village Empowerment Service of Fifty Cities Regency (2) Organizational commitment to the OCB of the Community and Village Empowerment Service Office of Fifty Cities District (3) Organizational culture towards OCB employees of the Fifty Cities Regency Community and Village Empowerment Service (4) Job satisfaction, organizational commitment and organizational culture have a joint effect on the OCB of the employees of the Village and Community Empowerment Service of Lima Puluh Kota Regency. The population and sample in this study are all There are 47 employees of the Lima Puluh Kota Regency Community and Village Empowerment Service. The results of this study indicate that (1) Job satisfaction has a positive significant effect on the OCB of the employees of the Village and Community Empowerment Service of the Regency of Fifty Cities (2) Organizational commitment provide a positive influence on the OCB of the Community and Village Empowerment Service Office of Fifty Cities Regency (3) Organizational culture provide a positive influence on the OCB of the employees of the Fifty Cities District and Village Empowerment Service (4) Job satisfaction, organizational commitment and organizational culture jointly have a positive effect on the OCB of the employees of the Community and Village Empowerment Service of Fifty Cities District

**Keywords:** Job Satisfaction, Organizational Commitment and Organizational Culture

---

## Preliminary

The main focus of managers in improving agency effectiveness is the behavior of human resources (HR) at work. The effectiveness of an agency can be seen from work interactions at the level of individual, group, and organizational systems that produce human output that has low absenteeism, low employee turnover,

lack of deviant behavior in the organization, achievement of job satisfaction, commitment to the agency and also Organizational Citizenship Behavior (OCB) (Robbins & Judge, 2015).

This OCB is not yet well known, but basically employees in an agency or organization sometimes have implemented OCB in their work. One of the strategic attitudes in the HR division is to develop Organizational Citizenship Behavior (OCB) within the organization. This OCB is reflected through the behavior of helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. This behavior illustrates the added value of employees which is a form of prosocial behavior, namely positive, constructive and helpful social behavior.

In Gunawan's article (2011) defines OCB as individual behavior that is free (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions. It is free and voluntary, because the behavior is not stated in the job description, which is clearly required by contract with the organization; but rather as a personal choice (Podsakoff, Gunawan 2011).

The Village Community and Empowerment Service of Fifty Cities Regency has the task of carrying out some of the tasks of the Regent of government affairs in the technical field of implementing community and village empowerment activities which include community empowerment, village development and community institutions, customs and socio-culture as well as carrying out administrative services. In addition to the above tasks, this office has a function in the context of policy formulation in accordance with the scope of its duties in the field of community and village empowerment; Implementation of policies in accordance with the scope of their duties in the field of community and village empowerment; Implementation of evaluation and reporting in accordance with the scope of their duties in the field of community and village empowerment; Implementation of service administration in accordance with the scope of its duties in the field of community and village empowerment;

Based on table 1, it can be seen that the OCB in the Department of Community and Village Empowerment in Fifty Cities Regency is still low. Therefore, the needs and desires of employees as HR must also be supported by the agency so that employees can be motivated to perform well and feel satisfied with their work. Every job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, accepting work conditions that are often less than ideal, etc. (Robbins and Judge 2015). So it takes the contribution of agencies in creating job satisfaction for employees so that the resulting performance is also maximal. The following is the initial survey data for OCB at the Community and Village Empowerment Service of Fifty Cities Regency:

**Table 1:**  
 Initial Survey Results of Employee OCB Variables

No	Opinion About OCB	Alternative Answer	
		Agree	Do not agree
1	You are always involved in company functions	7	13
2	Have you ever invited your co-workers to have lunch together and share about the obstacles or problems they faced in completing their assignments?	5	15
3	Have you ever reminded your friends not to forget to complete the task	6	14

Source: Survey Results

Based on the above background, the authors are interested in researching "The Influence of Job Satisfaction, Commitment and Organizational Culture on OCBP employees in the Community and Village Empowerment Service of Lima Puluh Kota Regency".

### Research methods

The population and sample in a study have a central role and determine the research objectives (A. Muri, 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014), population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all There are 47 employees at the Village Community and Empowerment Service in the Lima Puluh Kota Regency.

**Table 2:**

Number of Employees by Class and Educational Qualification Village Community and Empowerment Service District of Fifty Cities in 2020

No	Number of Employees By				Information
	group		Education		
1	I	0	SD	0	
2	II	0	junior high school	0	
3	II	5	high school	5	
4	III	5	high school	5	
5	III	7	D-3	7	
6	III	20	S-1	20	
7	IV	10	S-2	10	
Amount		47		47	

Source: Fifty Cities Regency Community and Village Empowerment Service 2020

The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire population there are 47 (forty-seven) employees at the Fifty Cities Regency Village Community and Empowerment Service.

The technique in taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2007) the total population is less than 100 and the entire population is used as a research sample.

## Research result

### Classic assumption test

#### Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov test* to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign of each variable is greater than  $\alpha = 0.05$ . The following results of the Variable Normality test can be seen in Table 3:

**Table 3:**

Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		OCB	Job satisfaction	Organizational commitment	Organizational culture
N		47	47	47	47
Normal Parameters	mean	42.8545	33.7091	24.0545	63.9091
	Std. Deviation	3.54557	3.38664	4.26188	3.92651
Most Extreme Differences	Absolute	.119	.152	.097	.139
	Positive	.101	.104	.082	.097
	negative	-.119	-.152	-.097	-.139
Kolmogorov-Smirnov Z		1.049	1,130	.718	1.032
asympt. Sig. (2-tailed)		.221	.155	.680	.237
a. Test distribution is Normal.					

**Source:** SPSS output results, 2021.

From Table 3 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig variable value OCB (Y) is  $0.421 > 0.05$  the job satisfaction variable (X1) is  $0.155 > 0.05$ ; organizational commitment variable (X2) is  $0.680 > 0.05$ ; organizational culture variable (X3) is  $0.237 > 0.05$ . So it can be concluded that for the variables of OCB, job satisfaction, organizational commitment, and organizational culture of the employees of the Department of Community and Village Empowerment in Fifty Cities Regency, the distribution is normal.

### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from *tolerance* and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is  $> 0.10$  and the VIF value is  $< 10$  then the data is free from multicollinearity symptoms can be seen in Table 4.

**Table 4:**  
 Multicollinearity Test Results

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job satisfaction	0.882	1.134
	Organizational commitment	0.942	1.062
	Organizational culture	0.849	1.178
a. Dependent Variable: OCB			

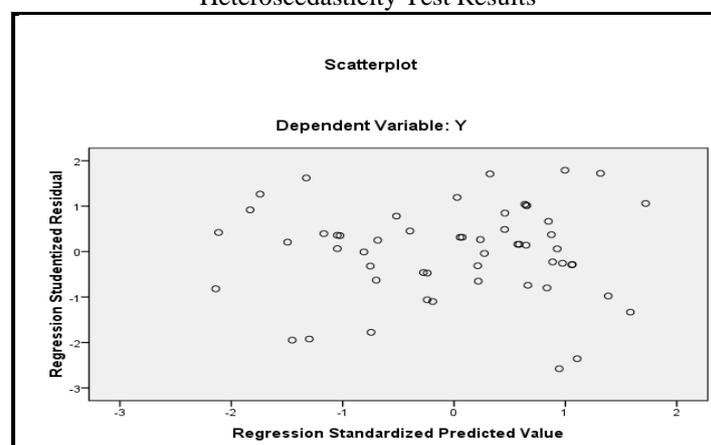
**Source:** SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation remains, it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

**Figure 4.1:**  
 Heteroscedasticity Test Results



In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The distribution of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

## Research Hypothesis Test Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing  $t_{count}$  with  $t_{table}$  and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 5.

**Table 5:**  
 Multiple Regression Equation

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,982	8,240		3.274	.002
	Job satisfaction	.509	.089	.617	5.701	.000
	Organizational commitment	.344	.095	.445	3,614	.001
	Organizational culture	.236	.089	.273	2,665	.009
a. Dependent Variable: Y						

Source: SPSS Output Results (year 2021)

From table 5 above, the form of the regression equation model for the effect of job satisfaction, organizational commitment, organizational culture on OCB of employees at the Community and Village Empowerment Service of Lima Puluh Kota Regency is as follows:

$$Y = 26,982 + 0.509(X1) + 0.344(X2) + 0.236(X3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 26,982 which means that if job satisfaction, organizational commitment, organizational culture is zero, then the value of the OCB variable is at 26,982. This means that the variables of job satisfaction, organizational commitment, organizational culture contribute to the increase in OCB of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.
- The value of the regression coefficient of job satisfaction is positive 0.509. This means that if job satisfaction increases by one unit, it will result in an increase in OCB of 0.509 unit.
- The value of the organizational commitment regression coefficient is positive, namely 0.344. This means that if organizational commitment increases by one unit, it will result in an increase in employee OCB by 0.344 unit.
- The value of the organizational culture regression coefficient is positive, namely 0.236. This means that if the organizational culture increases by one unit, it will result in an increase in employee OCB by 0.236 unit.

## Statistical test t test and F . test (t test)

This (partial) t test is intended to determine the effect of partially (individual) job satisfaction, organizational commitment and organizational culture on employee OCB. Fifty Cities Regency Community and Village Empowerment Service. From table 4.15, a partial test (t test) of each causal variable (independent) can also be carried out on the effect variable (bound) as follows:

### Hypothesis Testing 1

The first hypothesis put forward, that Job satisfaction partially has a positive effect on employee OCB. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is  $0,000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect

between job satisfaction on the OCB of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.

### Hypothesis Testing 2

The second hypothesis proposed is that organizational commitment partially has a positive effect on employee OCB. Based on the results of the analysis of the t test, it is known that the significance level of the organizational commitment variable is  $0,001 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive effect between organizational commitment to the OCB of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.

### Hypothesis Testing 3

The third hypothesis proposed is that organizational culture partially positive effect on OCB. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is  $0,009 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational culture on the OCB of employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.

### F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, it is also possible to perform a simultaneous test (F test) of the independent variables together on the dependent variable.

#### 1. Hypothesis Testing 4

Job satisfaction, organizational commitment, and organizational culture together have a positive effect on employee OCB. Based on the results of the analysis of the F test, it is known that the significance level of the variables of job satisfaction, organizational commitment, and organizational culture is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between job satisfaction, organizational commitment, and organizational culture on OCB employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. As can be seen in table 6 below:

**Table 6:**  
**F . Test Results**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	43	.460		
	Total	828,556	46			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2021)

### Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 7.

**Table 7:**  
**R Square Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2021)

Based on the analysis results Adjusted R square is 0,981 this means that 98.1% of employees' OCB is influenced by the independent variables of job satisfaction, organizational commitment and organizational culture. While the remaining 1.9% is influenced by other variables outside the model.

## Discussion

The discussion of the research results is intended to explain and interpret the research results.

### **Influence Job Satisfaction with Organizational Behavior Citizenship (OCB) Employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency**

The results of this study indicate that job satisfaction has a significant positive effect on organizational behavior citizenship (OCB) for the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This indicates that job satisfaction determines organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that the better and higher the job satisfaction of employees in the agency, it will increase the employee's organizational citizenship behavior (OCB).

From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.509 which means that job satisfaction has a greater influence than other variables. This indicates that job satisfaction can play a role in improving employee organizational behavior citizenship (OCB). If the Department of Community and Village Empowerment of Lima Puluh Kota Regency wants to improve employee organizational behavior citizenship (OCB), it must increase employee job satisfaction in the agency.

This is in line with the opinion of Robbins (2015) the term job satisfaction refers to the general attitude of an individual towards the work he does. A person with a high level of job satisfaction shows a positive attitude towards the job, while someone who is dissatisfied with his job shows a negative attitude towards the job.

The results of this study are in line with the research of Mahendra (2009) Mohammad, Farzana (2011) which shows that job satisfaction has a positive and significant effect on employee organizational citizenship behavior (OCB). (Astri, 2017) the results of his research also show that job satisfaction has a significant effect on employee organizational behavior citizenship (OCB). So it can be concluded that job satisfaction has a significant effect on the OCB of the employees of the Community and Village Empowerment Service of Fifty Cities Regency.

### **Influence Organizational Commitment to Organizational Behavioral Citizenship (OCB) Employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency .**

The results of this study indicate that organizational commitment has a significant positive effect on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This indicates that the organizational commitment of employees determines organizational behavior citizenship (OCB) of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that the better the organizational commitment of the employees in the agency, the better the employee's organizational citizenship behavior (OCB).

From the results of this study, it can be seen that the work organization commitment variable has a coefficient of 0.344 which means that work organization commitment has a great influence. This indicates that organizational commitment can play a role in improving employee organizational behavior citizenship (OCB). If the Department of Community and Village Empowerment of Lima Puluh Kota Regency wants to improve employee organizational behavior citizenship (OCB), it must increase employee organizational commitment in the agency.

This is in line with the opinion of Gibson (1997) is the identification of a sense of involvement, loyalty shown by workers to the organization or organizational unit. Commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, and a strong drive to maintain membership in the organization in order to achieve organizational goals. Modway, Steer, & Porter in Wahyuningsih (2017) define organizational commitment as how far the level of a worker in identifying himself in the organization and his involvement in an agency. Robbins and Judge (2015) define commitment as a condition in which an individual sided with the agency and its goals and desires to maintain its membership in the agency.

The results of this study are in line with research (Wahyuningsih (2009) Yohanas Oemar (2013) which shows that organizational commitment has an effect on employee organizational citizenship behavior (OCB). The results also show that organizational commitment has a significant effect on employee organizational

citizenship behavior (OCB). it can be concluded that organizational commitment has a significant effect on the OCB of the employees of the Community and Village Empowerment Service in the District of Lima Puluh Kota.

### **Influence Organizational Culture on Organizational Behavior Citizenship (OCB) Employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.**

The results of this study indicate that organizational culture has a significant positive effect on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This indicates that organizational culture determines organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that the better and better the organizational culture of employees in an agency, the better the organizational behavior citizenship (OCB) of employees.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.236 which means that organizational culture has a great influence. This indicates that organizational culture can play a role in improving employee organizational behavior citizenship (OCB). If the Lima Puluh Kota Regency Community and Village Empowerment Service wants to improve employee organizational behavior citizenship (OCB), it must create a good organizational culture in the agency.

This is in line with the opinion of According to (Badriah, 2015) organizational culture is a pattern of assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. Andrew Brown in (Badryah, 2015), defines organizational culture as a learned pattern of beliefs, values, and ways of dealing with experiences that have been developed throughout the history of the organization which manifests in the material arrangements and behavior of organizational members.

The results of this study are in line with the research of Yohanas Oemar (2013) which shows that there is a significant negative influence between organizational culture on organizational behavior citizenship (OCB) employees. So it can be concluded that organizational culture has a significant effect on the OCB of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency

### **Effect of Job Satisfaction, Organizational Commitment, Organizational Commitment on Organizational behavior citizenship (OCB) Employees of the Community and Village Empowerment Service of Fifty Cities Regency.**

The results of this study indicate that job satisfaction, organizational commitment, organizational culture together have a significant influence on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This indicates that job satisfaction, organizational commitment, organizational culture determine the organizational behavior citizenship (OCB) of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that job satisfaction, organizational commitment, organizational culture, will increase employee organizational citizenship behavior (OCB).

This is in line with the research, Mahendra (2009) Farzana (2011) (Wahyuningsih (2009), Yohanas Oemar (2013) which shows that the results show that there is a significant influence between job satisfaction, organizational commitment and organizational culture on organizational behavior citizenship (OCB). So it can be concluded that the hypothesis of this research, namely job satisfaction, organizational commitment and organizational culture simultaneously have a significant effect on the OCB of the employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency.

### **Conclusions and suggestions**

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Job satisfaction has a positive influence on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that employee organizational behavior citizenship (OCB) will increase if employee job satisfaction in high institutions is for employees and leaders, so as to be able to provide encouragement to employees in improving organizational behavior citizenship (OCB), thus the first hypothesis (H1) is accepted. .
2. Organizational commitment has a positive influence on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Puluh Kota Regency. This means that organizational behavior citizenship (OCB) of employees will increase if the organizational commitment is good so that they are able to provide morale to employees in carrying out their work.

The better the organizational commitment of employees in the agency, the lower the organizational behavior citizenship (OCB) of employees in carrying out their work in the agency, thus the second hypothesis (H2) is accepted.

3. Organizational culture has a positive influence on organizational behavior citizenship (OCB) employees of the Department of Community and Village Empowerment in Lima Pulu Kota Regency. This means that Organizational behavior citizenship (OCB) of employees will increase if the organizational culture of employees is high, it will increase organizational behavior citizenship (OCB) at work, thus making employees become enthusiastic in doing a good job. Thus, the third hypothesis (H3) is accepted.
4. Job satisfaction, organizational commitment, organizational culture together have an influence on organizational behavior citizenship (OCB) employees of the Community and Village Empowerment Service of Lima Pulu Kota Regency. From the ANOVA test, the significance probability value is 0.000. The significance probability is less than 0.05, with a significance level of 0.000 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of job satisfaction, organizational commitment and organizational culture together have an effect on organizational behavior citizenship (OCB) of the employees of the Community and Village Empowerment Service of Lima Pulu Kota Regency.

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect organizational behavior citizenship (OCB) and it is recommended to expand the scope of research on the effect of job satisfaction, commitment organization, organizational culture on employee organizational behavior citizenship (OCB) used in this study.
2. For job satisfaction, it is suggested to agencies to pay attention to job satisfaction of employees in the agency, because this will result in organizational behavior citizenship (OCB) of the agency.
3. For organizational commitment, it is suggested to agencies to pay attention to employee organizational commitment in working by increasing organizational commitment to employees in the agency, because this will have an impact on increasing organizational behavior citizenship (OCB) and enthusiasm for work.
4. For organizational culture, it is suggested for agencies to pay attention to the organizational culture of the agency by creating an organizational culture in the agency, because this will have an impact on employees if the agency feels that the organizational culture of employees in a good agency will have an impact on increasing employee organizational behavior citizenship (OCB).
5. For the agency management is expected to pay attention to job satisfaction, organizational commitment to employees, and create a good organizational culture in the agency. Because to achieve better productivity and achievement of agency goals requires good organizational commitment and job satisfaction, good organizational culture, low organizational commitment to employees and agencies, and employee loyalty. When job satisfaction, organizational commitment, organizational culture, are given in a balanced way, the organizational behavior citizenship (OCB) of employees also increases.

## References

- Agung AWS Wasposito, Lussy Minadaniati(2019). Pengaruh Kepuasan Kerja dan iklim organisasi terhadap OCB Karyawan PT Trubus Swadaya. *Jurnal Riset Manajemen Sains Indonesia (JRMSI) |Vol. 3, No. 1, 2019.*
- Badriyah, M. (2015). *Manajemen Sumber Daya Manusia Cetakan 1*. Bandung: CV Pustaka Setia
- Bara Dhatu , Patricia Dhiana Paramita, Andi Tri Haryono (2016). Pengaruh komitmen Organisasi, kepuasan kerja dan budaya organisasi terhadap OCB yang berdampak terhadap kinerja karyawan (Studi pada PT. PLN APP Semarang). *Journal Of Management, Volume 2 No.2 Maret 2016.*
- Dyah Ayu Anisha Pradipta. 2012. *Pengaruh Citra Merek (Brand Image) terhadap Loyalitas Konsumen Produk Oli Pelumas PT Pertamina (Persero) Enduro 4T di Makassar*. Makassar: Fakultas Ekonomi dan Bisnis Universitas Hasanuddin.
- Eflina Purba dan Seniati. 2004. Pengaruh Kepribadian dan Komitmen Organisasi terhadap OCB. *Jurnal Ilmu Pendidikan*, (Online), Jilid 8, No 3.
- Gibson, Ivancevich, Donnely. 1997. *Organisasi: Perilaku, Struktur, Proses*. Jakarta: PT. Binarupa Aksara.
- Gunawan Imam. 2011. *Organizational Citizenship Behavior. Education Policy Analysis Archives : Salemba*
- Hasibuan, M. S. . (2017). *MANAJEMEN: Dasar, Pengertian, dan Masalah*. Jakarta: PT Aksara
- Haq Irfa Ziaul. 2012. *Organizational Citizenship Behavior. Education Policy Analysis Archives*, (Online),
- Indrawijaya. 1986. *Perilaku Organisasi*. Bandung: Sinar Baru

- Kuntjoro, Zainuddin Sri. 2009. Komitmen Organisasi. *Education Policy Analysisarchives*,(Online)
- Mahendra, Rully. 2016. Pengaruh Kepuasan Kerja, Komitmen Organisasi dan Lingkungan Kerja terhadap *Organizational Citizenship Behavior (OCB)* Pegawai Bagian Umum Kantor Sekretariat Daerah Kabupaten Semarang. *Jurnal Ilmu Pendidikan*, Vol.3 No.6
- M. Saleh Lubis (2015). Pengaruh iklim organisasi dan komitmen organisasi terhadap OCB Karyawan dalam rangka Peningkatan kinerja. *e-Jurnal Apresiasi Ekonomi Volume 3, Nomor 2, 2015 : 75 – 84*
- Mohammad, Habib and Alias.2011. Job Satisfaction and Organisational Citizenship Behavior: An Empirical Study At Higher Learning Institution. *Jurnal Ilmu Pendidikan*, (Online), Jilid 16, No. 2
- Mehboob and Bhutto.2012. Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes. *Jurnal Ilmu Pendidikan*, (Online), Jilid 3, No 9.
- Nasir, Mohammadi, Shahrazad, Fatimah, Khairudin, and Halim.2011. Relationship Between Organizational Citizenship Behavior and Task Performance. *Jurnal ilmu Pendidikan*, (Online), Vol 6, No 4
- Oemar, Yohanas (2013). Pengaruh Budaya Organisasi, Kemampuan Kerja dan Komitmen Organisasi terhadap Organizational Citizenhsip Behavior (OCB) Pegawai pada BAPPEDA Kota Pekanbaru..*JURNAL APLIKASI MANAJEMEN VOLUME 11NOMOR 1 2013*.
- Organ, D.W. 2011. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexinton book. Lexington,MA
- Rachmawati.2008.*Manajemen Sumber Daya Manusia*.Yogyakarta: C.V Andi Offset.
- Robbins dan Judge. 2015.*Perilaku Organisasi*.Jakarta: Salemba Empat
- Saepung, Sukirno and Siengthai. The Study of Job Satisfaction and Organizational Citizenship Behavior (OCB) in the Retail Industry in Indonesia. *Jurnal Ilmu Pendidikan*, no 3 vol 6.
- Sopiah.2015.*Perilaku Organisasional*. Yogyakarta: C.V Andi Offset
- Sugiyono. 2017. *Metode Penelitian Bisnis*. Bandung: Alfabeta
- Sulaiman, Wahid. 2004. *Analisis Regresi Menggunakan SPSS, Contoh Kasus dan Pemecahannya*. Yogyakarta: Andi
- Sutrisno, Edi. (2017). *Manajemen Sumber Daya Manusia Edisi Pertama*. Jakarta: Kencana Prenada Media Group
- Susanto, Ari Juniar. 2011. Komitmen Organisasi. *Education Policy Analysisarchives*, (Online)
- Wahyuningsih. 2017. Pengaruh Komitmen Organisasi terhadap *Organizational Citizenship Behavior* Karyawan Rumah Sakit PKU Muhammadiyah. *Jurnal Ilmu Pendidikan*. Vol 2 No 4
- Wibowo.(2016). *Manajemen Kinerja*. Jakarta : PT Raja Grafindo Persada.
- Zeinabadi, Hassanreza (2010). *Job satisfaction andorganizational commitment as antecedents ofOrganizational Citizenship Behavior (OCB) of teachers*.*Journal of Economic Education*3(2), 50–57