The Effect of Organizational Culture, Commitment and Job Satisfaction on Organization Citizenship Behavior of Employees

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THE 10th ISLAMIC BANKING, ACCOUNTING AND FINANCE INTERNATIONAL CONFERENCE 2022
(*i*BAF 2022)

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Abstract

This study aims to determine the influence of organizational culture, organizational commitment, and work satisfaction on organizational citizenship behavior. This research was conducted using a survey method on 42 employees of BPRS Artha Surya Barokah Semarang. The sampling technique used is purposive sampling. The data collection method used is a questionnaire. The data analysis used is multiple regression analysis. The results showed that (1) There is a significant influence of organizational culture on organizational citizenship behavior, (2) There is a significant influence of commitment to organizational citizenship behavior; and (3) There is a significant effect of job satisfaction organizational citizenship behavior. The variables of organizational culture, commitment, and work satisfaction together have a significant influence on organizational citizenship behavior.

Keywords: Organizational culture; commitment; job satisfaction; organizational citizenship behavior

1. Introduction

The increasingly fierce competition in the modern era requires companies/organizations to increase competitiveness through higher productivity, either in the form of goods or services. Employees have a central role in determining the progress and competitiveness of a company. For this reason, the company requires the participation of employees to do what is best for the company. The quality of employees in the company can be seen not only from how much employees are able to contribute and are able to complete all their tasks well, but it can be seen how many employees have their own initiative in completing other work outside of the job description. Borman and Motowidlo (in Novliadi, 2006) say that organizational citizenship behavior (OCB) can improve organizational performance because this behavior is the "lubricant" of the social machine in the organization. In other words, the existence of this behavior makes social interaction among members of the organization smoother, reduces the occurrence of disputes, and increases efficiency.

MacKenzie (2006) says organizational citizenship behavior (OCB) is the freedom of individual behavior, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. OCB is also a behavior and attitude that benefits the organization that cannot be grown on the basis of formal role obligations or in the form of contracts or recompensation. Examples include helping coworkers to lighten their workload, taking less breaks, carrying out unsolicited tasks, and helping others to solve problems.

OCB contributions are contributors that may or may not be profitable in the future. The point is that the accrued rewards for OCB are indirect and uncertain, compared to formal contributions such as high productivity or good engineering or innovative solutions (Organ et al., 1995).

Based on the observations of researchers at the Sharia Rural Bank (BPRS) Artha Surya Barokah, there are problems related to OCB, among others, some employees in the marketing division and frontliners seem to be less in tune with their work, namely they still show a lack of behavior to help each other, which is based on high sincerity, or to ask other employees to do good deeds, to avoid high-spiritedness and voluntarily helping employees to achieve high-quality work, or asking employees to do high-performance work for the company. . For example, when asked to disburse credit from customers promised by marketing, they often delay on the grounds that frontliner work has piled up. Then there are some employees who make small groups in the work environment which increasingly create distances between individuals as a whole, so that voluntary helping behavior only occurs in their own groups.

Many studies link organizational citizenship behavior (OCB) with several antecedent factors. The variables used in this study are organizational culture, organizational commitment, and job satisfaction. The variable job satisfaction on OCB in the research of Soegandhi (2013), Prabowo and Indi (2014) and Dewi and Suwandana (2016) stated that job satisfaction has a positive and significant effect on OCB. However, the results of research by Vania and Purba (2014) and Siregar and Prastio (2015), state the opposite, that job satisfaction has no significant effect on OCB. The variable organizational commitment to OCB in research conducted Widayanto, Lau and Kartika (2014), Dewi and Suwandana (2016) and Wiliam and Setiawan (2013), shows that organizational commitment has a positive and significant effect on OCB. While the research of Siregar and Prasetio (2015), and Darmawati, Hidayati and Herlina (2013) showed the opposite result, namely organizational commitment had no significant effect on OCB. The organizational culture variable on OCB in the research of Ayu Putu Ariani, Desak Ketut Sintaasih, Made Surya Putra (2017) and Dyah Ayu Lestiyanie and Yanuar (2019) stated that organizational culture has a positive effect on OCB, the better the organizational culture applied, the higher the OCB. . Meanwhile, Rashid and Khan (2012) organizational culture has no significant effect on OCB.

Departing from factual problems, namely there are still employees who do not have organizational citizenship behavior, and the gap between previous studies, moves researchers to. conducted research on the influence of organizational culture, commitment and job satisfaction on organizational citizenship behavior of employees of BPRS Artha Surya Barokah Semarang.

2. Literature Review

2.1 Organizational Citizenship Behaviour *(OCB)*

Organ in Lubis (2015) Organizational Citizenship Behavior (OCB) is a free individual behavior, which is not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization. In other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system, is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

Organ in Kurniawan (2015) there are several indicators in Organizational Citizenship Behavior (OCB), which are as follows: 1. Altruism, namely behavior that helps alleviate work aimed at individuals in an organization. For example: employees help colleagues who are unable to work, employees help colleagues at work, employees help colleagues with heavy loads, employees help colleagues due to assignments. 2. Conscientiousness, namely doing things that benefit the organization such as obeying the rules in the organization. For example: employees don't spend a long time eating, employees don't take extra breaks, employees are always on time. 3. Sportsmanship, namely tolerance in less than ideal situations at work without complaint. For example: employees avoid mistakes, employees tend to be creative, employees do not complain much. 4. Civic virtue, which is involved in organizational activities and cares about the survival of the organization. For example: employees build image, employees attend and participate in meetings, employees follow changes. 5. Courtesy, which is helping coworkers to prevent problems related to their work by providing consultation and information and respecting their needs. For example: employees cooperate, employees prevent problems, employees are not arbitrary, employees care and respect, employees pay attention to announcements, employees obey the rules.

2.2 Organizational Culture

Kusdi (2011), organizational culture is: A pattern of basic assumptions created, discovered, or built by an organization in the learning process to overcome problems of external adaptation and internal integration, and has been proven to work well enough to be considered valid and must be taught to students. new members as the right way of looking at and thinking about existing problems

Organizational culture has the following dimensions (Robbins in Aput, 2015): 1) Innovation and taking risks, relating to the extent to which organizational members are encouraged to be innovative and dare to take risks. 2) Attention to detail, relating to the extent to which organizational members are expected to show precision (precision), analysis, and attention to detail. 3) Results orientation, describes the extent to which management focuses on results rather than on the techniques and processes used to obtain these results. 4) Human orientation, explains the extent to which management decisions take into account the effect of results on people in the organization. 5) Team orientation, related to the extent to which organizational work activities are carried out in work teams and not on individuals. 6) Aggressiveness, describes the extent to which people in the organization exhibit aggressive and competitive traits, rather than relaxing. 7) Stability, relates to the extent to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

2.3 Organizational Commitment

Robbins and Judge (2011), defines organizational commitment as, "A situation where members of an organization takes sides with the organization and its goals, and intend to maintain membership in the organization". In other words, organizational commitment is related to the high desire of organizational members to share and sacrifice for the company. Meanwhile, according to Luthans (1995), organizational commitment is defined as: a strong desire to remain as a member of a particular organization, the desire to strive according to the wishes of the organization; and certain beliefs, and acceptance of the organization's values and goals.

Robbins and Judge (2008), organizational commitment is, "A situation where a person favors a particular organization and its goals and desires to maintain membership in the organization". Thus, high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. The three dimensions of organizational commitment are: 1) Affective commitment, namely emotional feelings for the organization and belief in its values. 2) Continuance commitment, namely the perceived economic value of staying in an organization when compared to leaving the organization. For example, an employee may be committed to a company because he or she is highly paid and feels that leaving the company will destroy him and his family. 3) Normative commitment, namely the obligation to stay in the organization for moral or ethical reasons.

2.4 Job Satisfaction

Mangkunegara (2011) defines job satisfaction as, "A feeling that supports or does not support a person's self related to his work and his condition". Job-related feelings can involve aspects such as salary/wages received, promotion opportunities, relationships with other people in the organization, job placement, type of work, organizational structure, and quality of supervision. While the feelings related to him include age, health condition, ability, and education. Job satisfaction according to Kreitner and Kinicki (2014) is, "an emotional response to various aspects of work". Satisfaction is not a single concept, on the contrary, a person can be relatively satisfied with one aspect of his job and dissatisfied with one or more other aspects.

Luthans in Husodo (2018) there are five dimensions of employee job satisfaction that can be used to measure employee job satisfaction, namely: 1. The work itself (Work It self) The extent to which work provides interesting things, opportunities to learn, and opportunities to accept responsibility. According to the survey results, one of the things to achieve job satisfaction is a challenging and interesting job. 2. Pay. The amount of financial remuneration received and the level of equivalence between the wages received and the work done. Employees often see wages as a reflection of how management values their contribution to the organization 3. Promotion Opportunities for promotion within the organization. Promotions take a number of different forms and have various rewards attached to them. For example, someone who is promoted on the basis of seniority often experiences less job satisfaction than those who are promoted on the basis of performance. 4. Supervisor The ability of the supervisor to provide technical assistance and moral support. Includes the ability of supervisors to show concern for employees by assisting employees in motivating, communicating with employees personally, providing assistance to employees in their participation in a job 5. Co-Workers A degree to which co-workers are technically proficient at work and provide social support. Includes colleagues who are skilled at work and provide support, comfort, advice, and assistance.

3. Research Methodology

The source of data in this study is primary data. Primary data is data that comes directly from respondents. The data collection technique in this study was a questionnaire compiled by lowering several aspects related to the research variables. The data collection tool in this study refers to the Likert Scale. (Sugiyono 2010).

According to (Sugiyono 2010) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions ". The

population in this study were employees of BPRS Artha Surya Barokah with a total sample of 42 people. Analysis of the data used is multiple regression analysis.

4. Finding and Discussion

4.1 Validity

Validity test is used to test the extent to which the accuracy of the measuring instrument can reveal the concept of the phenomenon/event being measured. Questionnaire items are declared valid if the value of r count > r table (n-2). The complete validity test can be seen in table 1 below:

Table 1. Validity Test Results

Variable	Indicator	R Table	R Count	Information
Organizational Culture (X₁)	X1.1	0,304	0,795	Valid
	X1.2	0,304	0,799	Valid
	X1.3	0,304	0,891	Valid
	X1.4	0,304	0,796	Valid
	X1.5	0,304	0,856	Valid
	X1.6	0,304	0,863	Valid
	X1.7	0,304	0,729	Valid
Organizational Commitment (X₂)	X2.1	0,304	0,882	Valid
	X2.2	0,304	0,944	Valid
	X2.3	0,304	0,838	Valid
Job Satisfaction (X₃)	X3.1	0,304	0,830	Valid
	X3.2	0,304	0,805	Valid
	X3.3	0,304	0,798	Valid
	X3.4	0,304	0,790	Valid
	X3.5	0,304	0,700	Valid
OCB (Y)	Y1	0,304	0,865	Valid
	Y2	0,304	0,875	Valid
	Y3	0,304	0,892	Valid
	Y4	0,304	0,912	Valid
	Y5	0,304	0,849	Valid

Source: Processed primary data, 2022

Table 1 shows that all indicators of organizational culture, organizational commitment, job satisfaction and OCB have a T-count > T-table, so it can be said to be valid.

4.2 Reliability

Reliability test is carried out to measure a questionnaire which is an indicator of a variable or construct (Ghozali, 2013). A questionnaire is said to be reliable or reliable if a person's answer to the statement is consist or stable over time. Reliability testing will be carried out using Cronbach's Alpha. The complete validity test results can be seen in the following table.

Table 2. Reliability Test Results

Variable	Alpha	Information
Organizational Culture	0.796	Reliabel
Organizational Commitment	0.859	Reliabel
Job Satisfaction	0.803	Reliabel
OCB	0.822	Reliabel

Source: Processed primary data, 2022

The questionnaire can be said to be reliable if the Alpha value is more than 0.6 then the variable question is considered reliable and vice versa (Ghozali, 2013). From these results indicate that all variables have a large enough Alpha coefficient, which is above 0.6 so that furthermore the items in each of these variable concepts are feasible to be used as measuring tools.

4.3 Classical Assumption Test

4.3.1 Normality Test

Normality test is used to test whether in the regression model, both variables (free and dependent) have a normal distribution or at least close to normal. The normality of the data in the study is seen by paying attention to the points on the Normal PPlot of Regression Standardized Residual of the dependent variable.

The requirement of the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line and/or does not follow the diagonal line, then the regression model does not meet the assumption of normality.
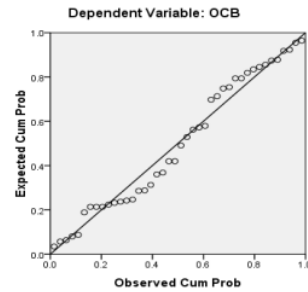
Normal P-P Plot of Regression Standardized Residual

Figure 1. Normality Test Results
Source: Processed output of SPSS 16.0, 2022

From the figure, it is found that all data are normally distributed, the distribution of data is around the diagonal line. So it can be concluded that the regression model meets the normality assumption.

4.3.2 Heteroscedasticity Test

The heteroscedasticity test is to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. If the variance of the residuals from one observation to another is fixed, it is called homoscedasticity and if the variance is different it is called heteroscedasticity. A good regression model is that there is no heteroscedasticity (Ghozali, 2013). Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain patterns on the scatterplot graph.
1. If there is a certain pattern, such as the dots forming a certain pattern (wavy, widening and then narrowing), it indicates that heteroscedasticity has occurred.
2. If there is no clear pattern, and the points spread above and below zero on the Y axis, then there is no heteroscedasticity.
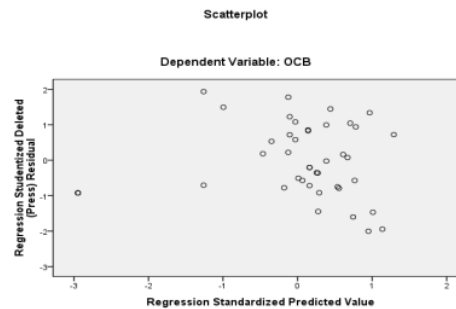
Scatterplot

Figure 2. Heteroscedasticity Test Results
Source: Processed output of SPSS 16.0, 2022

Judging from the points spread randomly and spread above zero and below zero on the Y axis and does not form a certain pattern then in the model The regression made does not contain heteroscedasticity problems.

4.3.3 Multicollinearity test

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables. Detection of multicollinearity in a model can be seen from the tolerance value and its opponent Variance Inflation

Factor (VIF). It is said to be multicollinear if the tolerance value is > 0.1 and the VIF value is < 10 (Ghozali, 2013).

Table 3. Multicollinearity test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.033	2.305		.882	.383		
	Organizational Culture	.213	.095	.264	2.234	.031	.600	1.666
	Organizational Commitment	.483	.199	.333	2.424	.020	.443	2.259
	Job Satisfaction	.965	.198	.696	4.882	.000	.411	2.432

a. Dependent Variable: OCB

From the results of the multicollinearity test in table 3, it shows that the value of VIF and Tolerance indicates that there is no multicollinearity. This can be seen from the results of VIF < 10 and the result of Tolerance > 0.10.

4.4 Multiple Regression Test

Multiple linear regression analysis was used to determine the effect of the independent variable on the dependent variable on changes from any increase or decrease in the independent variable that would affect the dependent variable (Ghozali, 2013). The following table shows the results of the multiple regression test in table 4.4 as follows:

Table 4 Multiple regression test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.033	2.305		.882	.383		
	Organizational Culture	.213	.095	.264	2.234	.031	.600	1.666
	Organizational Commitment	.483	.199	.333	2.424	.020	.443	2.259
	Job Satisfaction	.965	.198	.696	4.882	.000	.411	2.432

a. Dependent Variable: OCB

Based on table 4.4, it can be seen that the regression equation formed is:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3$

OCB = 2.033 + 0.213 Organizational Culture + 0.438 Organizational Commitment + 0.965 Job Satisfaction

Where :

a. The constant has a positive value of 2.033 which means that when Organizational Culture, Organizational Commitment, Job Satisfaction, are fixed, the Organizational Citizenship Behavior (OCB) increases.

b. For organizational culture variable (X_1) the regression coefficient is 0.213, meaning that when organizational culture (X_1) has increased, Organizational Citizenship Behavior (Y) will also increase while other variables are considered constant.

c. For organizational commitment variable (X_2), the regression coefficient is 0.438, meaning that when organizational commitment (X_2) has increased, Organizational Citizenship Behavior (Y) will also increase while other variables are considered constant.

d. For the job satisfaction variable (X_3) the regression coefficient is 0.965, meaning that when job satisfaction (X_3) has increased, Organizational Citizenship Behavior (Y) will also increase while other variables are considered constant.

4.5 Hypothesis

4.5.1 F-Test

F-test results between Organizational Culture, Organizational Commitment and Job Satisfaction, on Organizational Citizenship Behavior (OCB) of BPRS Artha Surya Barokah Semarang employees obtained the results in the following table:

Table 4.5. F Test Result

ANOVAᵇ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	330.148	3	110.049	27.198	.000ª
	Residual	153.756	38	4.046		
	Total	483.905	41			

a. Predictors: (Constant), Job SatisfactionOrganizational Culture, Organizational Commitment
b. Dependent Variable: OCB

From the output data that has been processed, it can be seen that the value of sig 0.00a is because the value of sig <0.05, it can be concluded that simultaneously the independent variables (Organizational Culture, Organizational Commitment, Job Satisfaction) have a significant effect on the dependent variable Organizational Citizenship Behavior (OCB)).

4.5.2 t-Test

The t-test was used to test the significance of the relationship between variables X and Y, whether the variables X1, X2, X3 (Organizational Culture, Organizational Commitment, Job Satisfaction) really had an effect on the Y variable Organizational Citizenship Behavior (OCB) separately or partially (Ghozali, 2013). The basis for decision making (Ghozali, 2005) is to use a significance probability number, namely:
a. If the significance probability number > 0.05, then Ho is accepted and Ha is rejected.
b. If the significance probability number is < 0.05 and the regression coefficient is positive, then Ho is rejected and Ha is accepted.

Table 6. t-Test Result

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	2.033	2.305		.882	.383		
	Organizational Culture	.213	.095	.264	2.234	.031	.600	1.666
	Organizational Commitment	.483	.199	.333	2.424	.020	.443	2.259
	Job Satisfaction	.965	.198	.696	4.882	.000	.411	2.432

a. Dependent Variable: OCB

From the results of table 6 the t-test can be explained as follows:
1. The influence of organizational culture on OCB
   Because the value of organizational culture sig is 0.031 and <0.05 then Ho is rejected and Ha is accepted, and seen in table t the regression coefficient is positive at 0.213, it can be interpreted individually/partially the organizational culture variable (X1) has a positive and significant effect on Organizational Citizenship Behavior (Y) of BPRS Artha Surya Barokah Semarang employees, so H1 is accepted
2. The effect of organizational commitment on OCB
   Because the sig value of organizational commitment is 0.020 and <0.05 then Ho is rejected and Ha is accepted, and seen in table t the regression coefficient is positive at 0.483, it can be interpreted that individually/partially the organizational culture variable (X2) has a positive and significant effect on Organizational Citizenship. Behavior (Y) of BPRS Artha Surya Barokah Semarang employees, so H2 is accepted.
3. The effect of job satisfaction on OCB
   Because the value of job satisfaction sig is 0.000 and <0.05 then Ho is rejected and Ha is accepted, and seen in table t the regression coefficient is positive at 0.965, it can be interpreted that individually/partially the job

satisfaction variable (X3) has a positive and significant effect on Organizational Citizenship. Behavior (Y) of BPRS Artha Surya Barokah Semarang employees, so H3 is accepted.

4.5.3 Coefficient of Determination (R2)

The coefficient of determination essentially measures how far the model's ability to explain variations in the dependent variable is. The coefficient of determination is between zero and one (Ghozali, 2013).

Table 7. Coefficient of Determination Result

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826^a	.682	.657	2.01152

a. Predictors: (Constant), Job Satisfaction, Organizational Culture, Organizational Commitment

b. Dependent Variable: OCB

In the output table 7 above, it can be seen that the Adjusted R Square value is 0.657, meaning that the variability of the dependent variable Y (OCB) can be explained by 65.7% by the variation of the independent variables (Organizational Culture, Organizational Commitment, Job Satisfaction), while the rest is explained by other variables that do not exist in the model.

4.6 Discussion

4.6.1 The Influence of Organization Culture on Organizational Citizenship Behavior

Hypothesis testing proves that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB), with the results of the t-test of organizational culture = 2,234 and sig. $0.031 < 0.05$. The existence of this positive and significant number indicates that the better the organizational culture, the more influential and increasing the Organizational Citizenship Behavior (OCB) of the employees of BPRS Artha Syrya Barokah Semarang.

Organizational culture reflects the values and beliefs that are used as guidelines by each individual or employee in an organization. Organizational culture also determines the behavior of every individual within the scope of the organization, therefore organizational culture is an important component of organizational sustainability. Employees' perceptions of the reality of organizational culture are the basis for employee behavior. Robbins and Coulter (2010) state that organizational culture is the values, principles, traditions and ways of working that are shared by organizational members and influence the way they act.

The results of this study are in line with previous research conducted by Ayu Putu Ariani, Desak Ketut Sintaasih, Made Surya Putra (2017), Dyah Ayu Lestiyanie and Yanuar (2019) and Christy, Setiana, and Cintia, (2018) stating that organizational culture is a system Values that are believed by all members of the company and which are learned, applied and developed on an ongoing basis, serve as an adhesive system and can be used as a reference for behavior within the company to achieve the company's goals that have been set. Conformity between the characteristics of the organization with the wishes of members of the organization must be achieved which leads to a high level of togetherness. In preparing for change, organizational members are expected to feel safe and happy in doing their jobs. Thus, members of the organization will be willing to accept change sincerely without any fear or coercion. In line with this, it can be understood that organizational culture has a very important role in improving organizational citizenship behavior (OCB).

4.6.2 The Influensce of Organization Commitment on Organizational Citizenship Behavior

The hypothesis test proves that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB), with the results of the t-test of organizational culture = 2,424 and sig. $0.020 < 0.05$. The existence of this positive and significant number indicates that the better the organizational commitment, the more influential and increasing the Organizational Citizenship Behavior (OCB) of the employees of BPRS Artha Syrya Barokah Semarang.

Steers (2002) in Rini (2013) defines organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization", the definition shows that organizational commitment has more meaning than passive loyalty, but involves an active relationship and desire employees to make a meaningful contribution to the organization. According to Griffin in Amin (2017) states that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization.

Employees who feel more committed to the organization have reliable habits, plan to stay longer with the organization, and put more effort into their work.

The results of this study are in line with previous research conducted by Widyanto, Lau and Kartika (2014), Dewi and Suwandana (2016) and Wiliam and Setiawan (2013), showing that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). Commitment is closely related to empowerment because of the desire and willingness of employees in the organization to be empowered to accept various tasks and responsibilities (Faustyna, 2014). The creation of organizational commitment to employees can not only increase the responsibility of the employee, but is also expected to create a sense of employee loyalty to the organization.

4.6.3 The Influence of Job Satisfaction on Organizational Citizenship Behavior

The hypothesis test proves that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB), with the results of the t-test of organizational culture = 4.882 and the value of sig. $0.000 < 0.05$. The existence of this positive and significant number indicates that the better job satisfaction, the more influential and increasing Organizational Citizenship Behavior (OCB) on employees of BPRS Artha Syrya Barokah Semarang.

According to Robbins (2015) job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received and the amount of rewards that are believed to be received. Job satisfaction is one of the important factors that individuals have in their work. Each individual has a different level of satisfaction, therefore the level of job satisfaction can also have a different impact on each individual.

The results of this study are in line with previous research conducted by Soegandhi (2013), Prabowo and Indi (2014) and Dewi and Suwandana (2016) showing that job satisfaction has a positive and significant effect Organizational Citizenship Behavior (OCB). Meanwhile, Sengkey, Bernhard, and Lintong (2018) show that job satisfaction has a positive and significant influence on organizational citizenship behavior. Employee job satisfaction can be increased by providing important things for employees, such as opening up good promotion opportunities, providing effective supervision, creating harmonization between colleagues, so that employees will feel satisfied with their work and will improve organizational citizenship behavior. Employees who feel satisfied will increasingly show organizational citizenship behavior.

5. Conclusion and Further Research

5.1 Conclusion

Based on the results of the study, several conclusions can be drawn as follows:
1. There is a significant influence of organizational culture on organizational citizenship behavior.
2. There is a significant effect of organizational commitment on organizational citizenship behavior.
3. There is a significant effect of job satisfaction on organizational citizenship behavior.

5.2 Recommendation

Based on the findings in the field that there is an influence of organizational culture, organizational commitment, and job satisfaction on organizational citizenship behavior of employees of BPRS Artha Surya Barokah Semarang, the researchers tried to give some suggestions, as follows:
1. On the organizational culture variable, the leadership of the BPRS Artha Surya Barokah Semarang, suggested a human orientation by improving good communication within the organization to build good cooperation.
2. On the organizational commitment variable, the leadership of the BPRS Artha Surya Barokah Semarang, it is recommended to pay attention to the continuous commitment variable by increasing the confidence in employees that the company also thinks about the welfare of employees.
3. On the job satisfaction variable, the leadership at BPRS Artha Surya Barokah Semarang, is expected to improve supervision by giving good attention to employees in order to increase employee motivation at work.
4. On the organizational citizenship behavior variable, the leadership of the BPRS Artha Surya Barokah Semarang, is expected to increase employee participation and activity in company activities and build a good image for the company.

5.3 Research Limitations

The drawback of the research is that the model used by the researcher is not entirely perfect, this is because all the variables in explaining have not reached R2. by 1 or 100%, such as organizational culture, organizational commitment, and job satisfaction explain 65.7% of organizational citizenship behavior variables. While the rest of (100-65.7%) that is equal to 34.3% is explained by other variables outside the research model. The limitations

that still exist in this research are expected to be refined through similar research with the following research agenda:

1. For future research, it is very necessary to make improvements, innovations and further development of this research so that it can provide better results, among others, by adding independent variables that affect organizational citizenship behavior of employees of BPRS Artha Surya Barokah Semarang,
2. For further research, the object of research can be expanded, for example by comparing BPRS Artha Surya Barokah Semarang, with other companies that have the same line of business.

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