

**The Influence Of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior With Organizational Commitment as an Intervening Variable in the Bureau of Staffing, Organization, and Procedure of the Ministry of Public Works and Housing Republic of Indonesia**

**Agus Dwi Praptana<sup>1</sup>, Setyo Riyanto<sup>2</sup>**

<sup>1</sup>Master of Management Student, Mercu Buana University Jakarta, Indonesia,

<sup>2</sup>Associate Professor Mercu Buana University, Jakarta, Indonesia

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**ABSTRACT:** *In this study, we will look at the direct effects of job satisfaction, organizational culture, and organizational commitment on organizational citizenship behavior and the indirect effects of these factors through organizational commitment. Through causal research with a quantitative foundation. Path analysis was done on the survey data from 90 individuals. According to the test's findings, job satisfaction positively and significantly influences organizational commitment and citizenship behavior. Organizational culture has a significant, positive impact on how dedicated a commitment is to the organization. The conduct and activity of organizational citizens are slightly but favorably influenced by organizational culture. On organizational citizenship behavior, organizational commitment has a significant and favorable impact. Organizational commitment directly results from job satisfaction and influences corporate citizenship behavior in a favorable and meaningful way. Corporate commitment, a fundamental component of organizational culture, significantly and favorably affects organizational citizenship behavior.*

**KEYWORDS:** job\_satisfaction, organizational culture, organizational commitment, organizational citizenship behavior

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## **INTRODUCTION**

Organizations established by law to serve the public, such as state administrative institutions, companies, or autonomous institutions, perform various duties known as "public service." Service standards must operate as a benchmark for all initiatives to meet those requirements to ensure that every person in need may receive assistance. This is dealt with by the State Civil Apparatus inside the political system.

Suppose a good organization is to carry out its tasks as efficiently as possible, especially in light of environmental changes. In that case, it must place a strong emphasis on human resources during its development. The first step is to keep the company's top-notch human resources as its most important asset. Employee success inside a company

is firmly correlated with high-quality, competitive human resources. The Ministry of Public Works and Housing relies on the HR management unit in the Bureau of Personnel, Organization, and Management to help it achieve sectoral goals in the HR field.

The evaluation's conclusions, which show that the Ministry of Public Works and Housing needs to put in much work to manage its human resources, were presented by the Ministry of State Apparatus Empowerment and Bureaucratic Reform:

**Table 1. Knowledge gained through the Evaluation of Administrative Reform**

Regarding	Setup of HR System	Setup of HR System	ASN Professionalism	Professional ASN
Year	2018	2019	2020	2021
Information for Moving Area	12,82 (weight 15,00)	13,02 (weight 15,00)	61 (scale 0-100)	45,36 (scale 0-100)
RB index	73,42	74,06	75,67	77,05

source: The data's principal source was the Ministry of PAN-RB 2018-2021

Employers these days want employees to exert effort in both their in-role behavior—behaving in a way that is consistent with their job description—and their extra-role Behavior, which involves taking on extra responsibilities to support the business in its work. Darius & Wojtczuk (in Winarsih and Riyanto, 2020) claim that organizational citizenship behavior is a glaring indicator of a company's overall effectiveness (OCB). The growth of OCB, which is exhibited in behaviors like being happy to assist others, offering to perform additional tasks, and adhering to standard operating procedures at work, is one of the strategic behaviors in the HR sector. This conduct is a prime example of the extra value that workers can bring to the office by participating in wholesome, beneficial, and valuable social activities.

A worker who already exhibits OCB conduct will put up their best effort for the organization, so management may need to pay close attention to this aspect. The authors conducted a pre-survey in which they inquired about organizational commitment, job satisfaction, perceived organizational support, work motivation, and organizational culture to ascertain the characteristics that have the most significant influence on the creation of OCB.

**Table 2. Factors in the OCB Pre-Survey**

No.	Statement	Yes	No
1	Organizational Commitment	80,00%	20,00%
2	Job satisfaction	86,67%	13,33%
3	<i>Perceived Organization Support</i>	26,67%	73,33%
4	Work motivation	33,33%	66,67%
5	Organizational culture	73,33%	26,67%

source: pre-survey findings

Organizational commitment (80.0 percent), job satisfaction (86.67 percent), and organizational culture are the 3 (three) primary components, according to early research findings for OCB factors (73.33 percent).

Studies show a link between OCB and job happiness (Gunay, 2018; Aisyah, 2020; Jayawardana et al., 2020; Takrim, 2020). In contrast to Saputra & Riana's results (2021), our data show that job satisfaction harms OCB. According to other studies, organizational culture affects OCB (Nisa & Fayaz, 2018; Mahmudi, 2020; Mahmudi & Elmi, 2020; Sitio, 2021). Aspan et al. (2019) and Herdiany (2019) found that job satisfaction did not affect organizational citizenship behavior, which is in opposition to this finding (OCB).

A number of studies have linked organizational commitment to OCB (Damayanti et al., 2019; Kurniawan, 2020; Putra & Candana, 2020; Putra & Turangan, 2020). The findings of this study are in contrast to those of studies by Fanani (2017), Noor et al. (2018), Jang & Juliana (2020), and Takdir & Ali (2020), which claim that organizational commitment has no impact on OCB. Additional research reveals that organizational commitment is impacted by job satisfaction (Simanjuntak, 2020; Ismuhadi, 2021). Contrary to the findings of Mutiningsih & Puspa (2019) and Sutiyeem et al. (2020), who claim that job satisfaction does not affect organizational commitment, our conclusion reveals that job satisfaction does influence organizational commitment. According to an alternative judgment, organizational culture influences organizational commitment (Nawawi et al., 2018; Ellys, 2020). In contrast, the study by Noermijati & Ikhwan (2018) found no relationship between organizational commitment and organizational culture.

"The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable in The Bureau of Staffing, Organization, and Procedure of The Ministry of Public Works and Housing" is the title researcher chose to describe the problem's history.

## LITERATURE

### **Human Resource Management**

Human resource management is the planning, organizing, fostering, and overseeing of human resource activities, such as hiring, training, compensating, integrating, sustaining, and releasing individuals, to achieve various individual, organizational, and community goals. On the other hand, according to Kaehler & Grundei (2019), human resource management is a continuous process that aims to supply organizations and groups with skilled individuals who can be assigned to the correct positions and locations as soon as the business requires them. Based on this comprehension, it is possible to argue that human resource management is the process of recruiting individuals or employees. It comprises getting, utilizing, increasing, and sustaining the organization's current human resources to support its operations.

### ***Organization Citizenship Behavior (OCB)***

Organs et al. describe organizational citizenship behavior in Naiborhu (2021) as the actions of free agents that are either directly or indirectly related to the remuneration scheme and promote organizational effectiveness and efficiency. An employee's devotion to his employer can also be considered in OCB. Civic virtue, conscientiousness, sportsmanship, civility, and altruism are 5 (five) elements of OCB that Organ et al. list in Maharani & Edlyn (2019).

### **Organizational Commitment**

The degree to which a worker identifies with the organization, its objectives, and member expectations to continue working there, according to Robbins and Judge (2015), is referred to as organizational commitment. Riggio in Vizano, Setiyani, and Nawangsari (2018) describe organizational commitment as an employee's attitudes and sentiments about every aspect of the job, including their coworkers. Meyer & Allen define affective, continuing, and normative commitment as the 3 (three) organizational commitments. In their study, Finthariasari et al. (2017) discuss these.

### **Job Satisfaction**

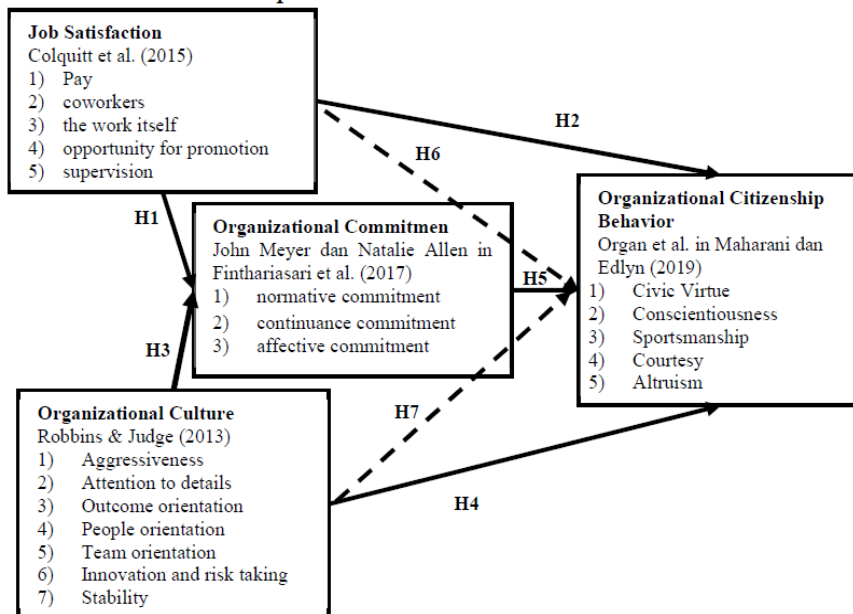
According to Colquitt et al. (2015), who define job satisfaction as a positive, emotional experience brought on by an appreciation of one's work or experience, a person who experiences high levels of job satisfaction will be more motivated to work longer, more consistently, and more effectively. Furthermore, employee opinions of the work performed and the roles given to valuable personnel are reflected in employee satisfaction (Riyanto et al., 2021). A rewarding job contains five qualities, according to the acronym 5 (five) job satisfaction: coworkers, the work itself, opportunities for promotion, and supervision.

### **Organizational Culture**

Robbins and Judge (2013) define organizational culture as a group of shared values that people inside an organization hold dear and that set that particular business apart from others. Organizational culture comprises 7 (seven) components: aggressiveness, attention to detail, outcome orientation, people orientation, team orientation, innovation and risk-taking, and stability.

### **Research Framework**

The framework of the study was designed to investigate the effects of exogenous variables on endogenous variables.



**Figure 1. Research Framework**

The following hypotheses are presented in light of the results of the source literature for this study:

- H1 : Organizational commitment is significantly and favorably impacted by job satisfaction.
- H2 : Job satisfaction significantly and favorably influences OCB.
- H3 : Organizational commitment is significantly and favorably impacted by organizational culture.
- H4 : Organizational culture significantly and favorably influences OCB.
- H5 : Organizational commitment influences OCB in a favorable and significant way.
- H6 : Organizational commitment strengthens the impact of work satisfaction on OCB in a positive and significant way.
- H7 : Organizational commitment strengthens the impact of organizational culture on OCB in a favorable and meaningful way.

## METHODOLOGY

A causal analysis accompanies the quantitative data in this study. According to Sekaran and Bougie (2016), causal studies are research projects that aim to determine the relationship between two or more variables to claim that variable X causes variable Y and that variable X may be successfully used to solve variable Y's problem. The factors in this study were organizational citizenship behavior (Y2), organizational commitment (Y1), organizational culture (X2), and job satisfaction (X1). Participants in the sample totaled 90 (ninety). Primary data and secondary data were both used in this investigation. Questionnaires with written questions or comments and an ordinal scale of 1 to 5 are distributed to respondents to collect primary data. The SmartPLS application, version 3.2.9, is used in this study's data analysis. Primary data are obtained

from official documents, books, diaries, and letters, where one represents "very strongly disagree," two "disagree," three "insufficiently agree," four "agree," and five represent "very strongly agree."

## RESULT

The Measurement Model is examined (Outer Model)  
Validity Check (Convergent Validity)

- Job Satisfaction (X1)

The table below shows the outcomes of the validation tests.

**Table 3. Loading Factor Value for Job Satisfaction**

Variable	Indicator	The Loading Factor	Significance (> 0,7)
Job Satisfaction	X1.1.1	0,763	Valid
	X1.1.2	0,729	Valid
	X1.2.1	0,741	Valid
	X1.2.2	0,775	Valid
	X1.3.1	0,739	Valid
	X1.3.2	0,835	Valid
	X1.4.1.	0,754	Valid
	X1.4.2.	0,729	Valid
	X1.5.1.	0,734	Valid
	X1.5.2.	0,726	Valid

source: the analysis' findings using SmartPLS 3.2.9

The loading factor value for each indication is more than 0.7, as shown in Table 3. This demonstrates that every job satisfaction metric employed in this study validates or has complied with the convergent validity requirements.

- Organizational Culture (X2)

The table below shows the outcomes of the validation tests.

**Table 4. Organizational Culture Loading Factor Value**

Variable	Indicator	The Loading Factor	Significance (> 0,7)
Organizational Culture	X2.1.1.	0,759	Valid
	X2.1.2.	0,761	Valid
	X2.2.1.	0,782	Valid
	X2.2.2.	0,767	Valid
	X2.3.1.	0,830	Valid
	X2.3.2.	0,888	Valid
	X2.4.1.	0,815	Valid
	X2.4.2.	0,801	Valid
	X2.5.1.	0,874	Valid
	X2.5.2.	0,779	Valid
	X2.6.1.	0,716	Valid
	X2.6.2.	0,725	Valid
	X2.7.1.	0,736	Valid
	X2.7.2.	0,728	Valid

source: the analysis' findings using SmartPLS 3.2.9

As shown in Table 4, each indication has a loading factor value larger than 0.7. This demonstrates that every organizational culture indicator variable utilized in this study complies with or is valid, depending on the definition of convergent validity.

- Organizational Commitment (Y1)

The table below shows the outcomes of the validation tests.

**Table 5. Loading Factor Value for Organizational Commitment**

Variable	Indicator	The Loading Factor	Significance (> 0,7)
Organizational Commitment	Y1.1.1.	0,785	Valid
	Y1.1.2.	0,742	Valid
	Y1.1.3.	0,750	Valid
	Y1.2.1.	0,714	Valid
	Y1.2.2.	0,773	Valid
	Y1.2.3.	0,712	Valid
	Y1.3.1.	0,770	Valid
	Y1.3.2.	0,718	Valid
	Y1.3.3.	0,723	Valid

source: the analysis' findings using SmartPLS 3.2.9

The loading factor value for each indication is more than 0.7, as shown in Table 5. This demonstrates that all of the organizational commitment measurements employed in this study are accurate and have reached convergence.

- Organization Citizenship Behavior (Y2)

The table below shows the outcomes of the validation tests.

**Table 6. Value of The Loading Factor for Organizational Citizenship Behavior**

Variable	Indicator	The Loading Factor	Significance (> 0,7)
OCB	Y2.1.1.	0,842	Valid
	Y2.1.2.	0,770	Valid
	Y2.1.3.	0,740	Valid
	Y2.2.1.	0,726	Valid
	Y2.2.2.	0,735	Valid
	Y2.2.3.	0,743	Valid
	Y2.3.1.	0,727	Valid
	Y2.3.2.	0,787	Valid
	Y2.3.3.	0,815	Valid
	Y2.4.1.	0,791	Valid
	Y2.4.2.	0,848	Valid
	Y2.4.3.	0,753	Valid
	Y2.5.1.	0,735	Valid
	Y2.5.2.	0,882	Valid
	Y2.5.3.	0,780	Valid

source: the analysis' findings using SmartPLS 3.2.9

Table 6 demonstrates that every indication has a loading factor value larger than 0.7. This demonstrates that the convergent validity for all the hands of the organizational citizenship behavior variable employed in this investigation was valid or met.

### Analysis Using Discriminant Validity

Concept correlation values with indicators are higher for these variables than for other constructs for work satisfaction, organizational culture, organizational commitment, and organizational citizenship behavior. It might be argued that all latent conceptions possess strong discriminant validity because they can accurately predict signs within their block compared to hands inside other blocks. The second assessment of discriminant validity, resulting from the Average Variation Extract (AVE) test, details the range of manifest variables that the latent idea can support.

**Table 7. Value for Average Variance Extracted (AVE)**

Variable	Value if AVE	Requirement (> 0,50)
Job satisfaction	0,567	fulfilled
Organizational culture	0,616	fulfilled
Organizational Commitment	0,553	fulfilled
OCB	0,607	fulfilled

source: the analysis' findings using SmartPLS 3.2.9

The AVE for the research model is displayed in Table 7. The table indicates that the AVE value for each study variable is larger than 0.5, indicating that the discriminant validity test's AVE value met the criteria for future testing. Its validity has been established because the study model passed both the convergent and discriminant validity tests.

### Reliability Test

It is possible to evaluate the test's reliability based on the composite reliability and Cronbach's alpha coefficient value. Cronbach's alpha and the composite reliability rating of a construct both increase with higher values, indicating greater reliability.

**Table 8. Both Composite Reliability and Cronbach's Alpha Value**

Variable	Composite Reliability	Criteria (> 0,70)	Cronbach's Alpha	Criteria (> 0,70)
Job satisfaction	0,929	Reliable	0,915	Reliable
Organizational culture	0,957	Reliable	0,951	Reliable
Organizational Commitment	0,917	Reliable	0,899	Reliable
OCB	0,958	Reliable	0,953	Reliable

source: the analysis' findings using SmartPLS 3.2.9

It can be shown that the variables in Table 8 have all composite dependability values above 0.7. The study model blatantly satisfies the composite reliability and Cronbach's alpha requirements, proving that it is a reliable and accurate measurement tool.



**Results from the Structural Model Test (Inner Model)****R square test (R<sup>2</sup>)****Table 9. R-square Value**

Variable	R <sup>2</sup>	Power of Model
Organizational Commitment	0,467	Moderate
OCB	0,437	Moderate

source: the analysis' findings using SmartPLS 3.2.9

It is evident from table 9 that the organizational commitment variable (Y1), with an R<sup>2</sup> value of 0.467, significantly affects the relationship between components. In light of this, it is evident that job satisfaction and organizational culture together have a 46.7 percent impact on the organizational commitment variable (Y1), with other factors outside the scope of the study accounting for the remaining percentage. The OCB variable (R<sup>2</sup>)'s value of 0.437, which indicates a relationship between the constructs, indicates that there is a relationship. This demonstrates that the OCB variable (Y2) is influenced to 43.7 percent by job satisfaction, organizational culture, and organizational commitment. However, additional factors not included in the analysis help explain the remaining amount.

Chin in Ghazali (2012) found the following results when looking at the R<sup>2</sup> value: 0.67 (strong), 0.33 (moderate), and 0.19. (weak). The model's strength falls into moderate models, per the statistics given.

**Validating the Fit Index of the General Structural Model (GoF)**

The measurement model's (outer model) and structural model's combined performance is examined using the Goodness of Fit Index (GoF) test, which has a value of 0.515. (inner model). According to Ghazali and Latan (2015), little GoF is equal to 0,10, medium GoF is equal to 0,25, and high GoF is equal to 0.36. Because the GoF value is greater than 0.36, these results support the assertion that everything is in order (large-scale GoF).

**Examining Hypotheses**

The bootstrap resampling approach was applied to evaluate hypotheses related to different notions. The t-statistic, a representation of the association between research variables, can be employed while doing hypothesis testing with SmartPLS 3.2.9. By contrasting the t-test result with the t-table value obtained using the following calculation, one can see how the t-test statistics applying the formula operate:

$$DF = n - k$$

$$DF = 90 - 4$$

$$DF = 86$$

In the statistical table, the t-table value, 1.988, is calculated using a value of 86 and a significance level ( $\alpha$ ) of 0.05. Decision-making can be done in a variety of ways.

- If P-Values > 0.05 or t count < t table, Ho is accepted, and Ha is rejected.
- If P-Values < 0.05 or t count > t table, Ho is rejected, and Ha is accepted.

As shown in Table 10 below, the results of the hypothesis test:

**Table 10. T-Statistic, P-Value, and Path Coefficient Values**

Hypothesis	<i>Original Sample</i>	<i>T Statistic</i>	<i>P-value</i>	Conclusion
H1 Job Satisfaction (X1) → Organizational Commitment (Y1)	0,486	5,733	0,000	positive and significant effect
H2 Job Satisfaction (X1) → OCB (Y2)	0,235	2,497	0,013	positive and significant effect
H3 Organizational Culture (X2) → Organizational Commitment (Y1)	0,350	4,255	0,000	positive and significant effect
H4 Organizational Culture (X2) → OCB (Y2)	0,317	<b>1,926</b>	<b>0,055</b>	positive and insignificant effect
H5 Organizational Commitment (Y1) → OCB (Y2)	0,269	2,767	0,006	positive and significant effect
H6 Job Satisfaction (X1) → Organizational Commitment (Y1) → OCB (Y2)	0,131	2,284	0,023	positive and significant effect
H7 Organizational Culture (X2) → Organizational Commitment (Y1) → OCB (Y2)	0,094	2,057	0,040	positive and significant effect

source: the analysis' findings using SmartPLS 3.2.9

Table 10 provides the following information about each hypothesis test's results:

#### **The Effect of Job Satisfaction (X1) on Organizational Commitment (Y1)**

According to the results, Ho is disproved, and Ha is accepted because the original sample has a positive value of (0.486), the t statistics have a value of (5.733) > (1.988), and there is a significant value of (0.000) < 0.05.

#### **Effect of Job Satisfaction (X1) on OCB (Y2)**

The results show that the original sample is positive (0.235) at a significance level of P-value (0.013) < 0.05 and that the value of the t statistic (2.497) is higher than the value of the t table (1.988). As a result, Ha is accepted, but Ho is disregarded.

#### **The Influence of Organizational Culture (X2) on Organizational Commitment (Y1)**

As the original sample is known to be positive (0.350) based on the data, Ho is ignored in favor of Ha because the t statistics value (4.255) was higher than the t table value (1.988) and had a significant level of P-value (0.000) < 0.05.

#### **The Influence of Organizational Culture (X2) on OCB (Y2)**

It is clear from the data that Ho is accepted, and Ha is rejected because the original sample has a positive value (0.317), t statistics value (1.926), t table (1.988), and P-value (0.055) > 0.050 show significance.

### **Effect of Organizational Commitment (Y1) on OCB (Y2)**

According to the results,  $H_0$  is disproved, and  $H_a$  is accepted. The original sample had a positive value of (0.269), and the t statistics value (2.767) was higher than the t table (1.988), with a significance value of P-value (0.006) <0.05.

### **The Effect of Job Satisfaction (X1) on OCB (Y2) through Organizational Commitment**

$H_0$  is disqualified, and  $H_a$  is accepted based on the data since the original sample has a positive value (0.131) and the t statistics (2.284) > t table (1.988) has a significance value of P-value (0.023) <0.05.

### **The Influence of Organizational Culture (X2) on OCB (Y2) through Organizational Commitment (Y1)**

According to the results,  $H_0$  is disproved, and  $H_a$  is accepted. The original sample had a positive value of (0.094), and the t statistics value (2.057) > the t table value (1.988) had a significant value of (0.040) <0.05.

## **DISCUSSION**

### **Effect of Job Satisfaction on Organizational Commitment**

It is clear from the hypothesis testing that  $H_1$  is accurate and that job satisfaction has a favorable and significant effect on organizational commitment. Almost all jobs require a certain level of expertise in the relevant sectors, which has led to the current situation. Employees are happy with the work they produce if they perceive the task as important and meaningful, understand their roles and responsibilities for the work's outcomes, and can guarantee that the work's products meet a certain standard.

The qualities of the job determine how happy employees will be there. Employees will like their employment if the organization allows them to use their skills to the fullest extent. According to these findings, most workers believe that their jobs fit their talents well. Employees that like their work to a high degree generate high-quality work and have high job satisfaction ratings. Workers enthusiastic about their jobs are more likely to stay with a company for a long time and regard it as a place where they may advance their careers. Loyalty to the organization is further increased when objectives are met, and tasks are completed in the manner intended.

### **Effect of Job Satisfaction on OCB**

The hypothesis test results demonstrated that job satisfaction has a positive and significant impact on OCB, supporting the validity of hypothesis 2. Employees who are more satisfied with their jobs will have a more significant effect on OCB. Due to their aptitude for the type of work, individuals who report feeling very satisfied at their jobs are more likely to be driven to keep their workplace successful and to volunteer to assist coworkers falling behind. Employees must maintain organizational stability because COVID-19 has compelled changes at work that have various inescapable effects on all employees, most notably psychological effects.

### **Effect of Organizational Culture on Organizational Commitment**

Based on the findings of the hypothesis testing, it is known that H3 is accurate, and it has been found that organizational culture has a positive and significant effect on organizational commitment. This occurs primarily because self-development, a symbol of organizational culture, works to assure and preserve individuals' capacities to satisfy demands and contribute as effectively as possible to the organization. Completing assignments, which serve as the basis for self-development, will significantly increase employee dedication. Collaboration amongst personnel is required to deliver better and more advantageous results for stakeholders. This eventually culminates in partnership.

### **Effect of Organizational Culture on OCB**

Given the results of the hypothesis test, which demonstrate that H4 is not valid, it is concluded that organizational culture has a positive and minimal impact on OCB. The implication is that OCB is not significantly impacted by business culture. This shows that an increase in OCB is not always due to a change in corporate culture. Where an organizational culture has the lowest loading factor value, there are indications that creative ideas are successfully implemented at work. For this reason, it is crucial for the growth of OCB to allow employees the opportunity to offer their unique ideas and produce results.

### **Effect of Organizational Commitment on OCB**

Given the findings of the hypothesis testing, it is evident that H5 is accepted. Organizational commitment has been found to positively and significantly affect OCB, with the normative commitment dimension acting as the primary indicator. This is because, as people, we frequently feel driven to work hard for our managers and coworkers to give back to the firm what has been provided to us. Employees with normative commitment awareness are more likely to acclimate to and embrace the organization's guiding values. Because they are familiar with normative dedication, attitudes, and acceptance—characteristics consistent with bureaucracies with minimal staff turnover—employees also strongly desire to remain in their positions with the company. This exemplifies how normative commitment significantly fosters or molds OCB attitudes in employees.

### **Effect of Job Satisfaction on OCB through Organizational Commitment**

The results of the hypothesis testing support the acceptance of H6, and it has been found that organizational commitment has a significant and positive influence on the association between OCB and job satisfaction. The link illustrates that when given tasks within their scope, employees feel compelled to do progressively more challenging work. The growth of organizational commitment, in this case, the commitment from employees to perform their best and most productive work to achieve organizational goals, is impacted by the high level of job satisfaction. This sense of responsibility will lead to an even higher OCB among workers.

### **Effect of Organizational Culture on OCB through Organizational Commitment**

It is evident from the results of the hypothesis testing that H7 is true, and it has been discovered that organizational commitment considerably and favorably influences how organizational culture influences OCB. It is simpler to realize organizational

commitment when employees can grow so they can do tasks to meet company goals in the best possible ways. This is because modern bureaucracies must be innovative to adapt to the needs of a changing world and service expectations to sustain the organization's existence while adhering to the rules of procedural compliance. They must also be able to articulate how they will do their duties in cooperation with other staff members to further the company's goals.

## CONCLUSION

- Job satisfaction has a positive and considerable impact on organizational commitment, with its most significant impact being how well things are done with the abilities at hand. As a result, positions that fit an employee's skillset should be given to those who want to boost organizational commitment.
- The most crucial element influencing work indicators based on employee talents is job happiness, which has a favorable and considerable impact on OCB—a sense of accomplishment results when a task is completed, which promotes accountability for fulfilling obligations. In light of this situation, workers are informed of the numerous difficulties that could occur at work.
- The desire of each employee to develop personally to perform their jobs to the best of their abilities is the part of employee development that organizational culture has the most effect over. Each employee is expected to be held more accountable for assisting the organization in achieving its objectives, which is consistent with the notion that self-development initiatives will mainly improve workers' capacity to meet the qualifications and competencies necessary for a given position.
- New organizational culture adoption has not been able to enhance OCB considerably, but it does have a positive and moderate impact on it.
- The sense of responsibility employees feel toward achieving organizational goals is where organizational commitment significantly impacts OCB. Employees' ability to take responsibility is demonstrated when they make an effort to be compensated for the benefits the company has provided them.
- Organizational commitment and OCB are strongly correlated, and the latter is a positive and substantial factor in job satisfaction resulting from organizational commitment. The hypothesis test reveals that the direct effect of work satisfaction on OCB is more significant than the indirect effect through the organizational commitment variable. This illustrates how to work satisfaction can immediately influence OCB without requiring organizational commitment variables or a process.
- Even though corporate culture has little impact on how OCB develops, organizational commitment has a positive and considerable effect. To strengthen OCB, it is necessary to emphasize the components that support corporate culture and dedication.

## Recommendation

- It must be strengthened by hosting frequent informal discussion forums with participation from the leadership and all employees to guarantee that every employee is aware of their assigned tasks and their unique responsibilities in accomplishing organizational goals.

- The OCB may boost employee job satisfaction by allowing current employees to progress in their careers.
- Giving workers the best opportunity to advance their competency mastery outside of their employment and primary functions is crucial to establishing organizational commitment in terms of organizational culture.
- The organizational culture of OCB needs to be improved, and everyone in the company needs to be aware of how important innovation is. This review of business procedures that hasten the adoption of creative Behavior is also required.
- Inspiring employees to work together, creating common goals within the team, and identifying gaps in tasks may help OCB become more dedicated as a company. When rearranging the team, the opening is the first consideration.
- By enabling staff to complete internships across divisions, OCB can increase job satisfaction and commitment from its employees. Employees will understand the business practices used and how their work fits into the larger picture of the processes involved in achieving the objectives of their work unit.
- The organizational culture of OCB can be strengthened by allowing employees to keep a diary where they can write on strategic issues.

#### **FUTURE RESEARCH**

- Characteristics that relate to and could have an impact on OCB for public sector employees should be developed or included in future research, and
- Researchers in the future will need to interview people to get data.

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