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# How organizational culture and job satisfaction effect on OCB

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**Abstract**---Organizations improve employee performance by developing the quality of their human resources. The purpose of this research is to test the mediation of Organizational Citizenship Behavior (OCB) on the influence of organizational culture and job satisfaction on employee performance. Data collection was carried out through a survey with a questionnaire instrument among employees of PT Madubaru Bantul Yogyakarta. Process the data using multiple regression analysis and Sobel test. Research findings state that organizational culture and job satisfaction influence performance mediated by OCB. There was no direct influence of organizational culture on employee performance.

**Keywords**---Organizational culture, job satisfaction, OCB, employees.

## Introduction

Competition requires companies to make improvements in their human resource strategies in order to become competitive. The success of an organization depends on the quality of human resources and their performance in the organization (Kreitner & Kinicki, 2004). To get employees who have high performance, structured and effective direction efforts are needed. The company seeks to encourage employees to work more productively in accordance with company targets (Hamid, 2013). Gibson, Ivancevich, Donnely, & Dharma (1987) stated that there are 3 factors that can influence performance, namely individual, psychological and organizational factors. One of the reasons behind good employee

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performance is satisfaction at work and organizational culture. McCain, Tsai, & Bellino (2010) confirmed that job satisfaction has a positive effect on performance. Employees who have high job satisfaction feel like they like their work and have a relationship of trust between themselves and their colleagues and superiors, so they will act to meet the organization's expectations. Likewise, dissatisfaction will have a negative impact on employee performance, such as the possibility of being absent from work, protesting and turnover intention.

Job satisfaction is a manifestation of employee perceptions (McCain et al., 2010) while organizational culture according to Fauzi, Warso, & Haryono (2016) is a system of shared meaning that is believed by its members which makes the organization differentiated from others. According to this opinion, it can be said that organizational culture and job satisfaction have an important influence on the company in achieving maximum employee performance. However, in reality creating good performance is not easy just by job satisfaction and implementing organizational culture. Jayanti (2015) believes that when job satisfaction and internalized culture in the organization cannot improve performance, it is hoped that there are other factors, namely Organizational Citizenship Behavior (OCB) which can mediate the influence of job satisfaction and organizational culture.

Organ (2009) states that OCB is a special type of individual behavior that is beneficial to the organization and is the result of freedom of choice. In other words, OCB is individual behavior that is voluntary, not directly recognized by the formal reward system, and in aggregate encourages the effective functioning of the organization, and can increase the effectiveness of the organization itself (Organ, 2009). OCB behavior is not related to employee performance according to their role (in-role) but beyond the role (extra-role) which is really needed by the organization in an increasingly competitive business environment.

## **Literature Review and Hypothesis Development**

Fauzi et al. (2016) define organizational culture as a system adopted by followers in an organization that differentiates it from other organizations and is also an important factor in determining the success of an organization in achieving its desired goals. The measurement of organizational culture developed by Hofstede & Fink (2014) includes (1) professionalism, (2) distance from management, (3) order (4) trust in colleagues (4) order, (5) hostility, and (6) integration.

Everyone has a different level of job satisfaction. Almazrouei, Zacca, Evans, & Dayan (2018) argue that job satisfaction is an individual's effectiveness and emotional response to aspects of work. This definition shows that job satisfaction is not a single concept, on the contrary A person can be relatively satisfied with one aspect of the work performed and dissatisfied with several other aspects. Job satisfaction has a positive impact on employee performance, whereas job dissatisfaction will have a negative impact on employee performance. Withdrawing from work and leaving the organization are examples of the effects of dissatisfaction. Singh & Singh (2019) suggest that job satisfaction encourages the growth of OCB behavior, employees who feel job satisfaction have a greater possibility of behaving positively in the organization by helping other individuals complete their work. There are 5 indicators of job satisfaction developed by Crow,

Lee, & Joo (2012) which include (1) satisfaction with salary, (2) satisfaction with promotions, (3) satisfaction with supervision, (4) satisfaction with coworkers, and (5) satisfaction with the work itself.

Organ (2009) states that OCB is the behavior of employees who are not forced to help complete other work outside of their responsibilities and do not receive imbalance or reward from the organization for the work done. Shim & Rohrbaugh (2014) define OCB as behavior that is not part of an employee's formal obligations but has an effective impact on the organization. There are 5 dimensions of OCB developed by Organ (1988) which include (1) altruism, (2) courtesy, (3) sportsmanship, (4) civic virtue, and (5) conscientiousness.

Waldman (1994) revealed that performance is employee behavior that leads to work performance produced in an organization. Macial & Camargo (2016) explain that performance can be defined as the quality and quantity of employees who carry out tasks as their responsibility. Rivai & Sagala (2010) argue that performance is real behavior displayed by each employee as work achievement in accordance with company regulations. There are 7 performance indicators developed by Tsui, Pearce, Porter, & Tripoli (1997), namely (1) quality of employee performance, (2) quantity of employee performance, (3) employee efficiency, (4) employee effort, (5) professional standards employees, (6) employee abilities, and (7) employee knowledge.

Organizational culture is a belief, attitude or value that is generally held and instilled in an organization, culture is the way we do work in an organization (Hofstede & Fink, 2014). The relationship between culture and OCB is based on the opinion of Konovsky & Organ (1996) who stated that one of the factors that influences the creation of OCB behavior is the organizational culture itself. Research conducted by Wibowo (2016) shows that organizational culture is a determining antecedent of OCB.

H1: Organizational culture has a positive effect on OCB.

The relationship between job satisfaction and OCB refers to the opinion of Farrell & Finkelstein (2011) which states that job satisfaction is one of the drivers of OCB, because employees who feel satisfied with their work have a greater possibility of giving positive statements when talking about the organization and helping individuals others fulfill responsibilities in their jobs. Employees with a satisfied heart will have a positive mood so that they are willing to carry out their work even if they do not experience an imbalance in tasks that are not their responsibility, as well as employees who feel open to the experience of working on new tasks. Zeinabadi (2010) and Wibowo (2016) found that OCB has an antecedent to job satisfaction.

H2: Job satisfaction has a positive effect on OCB.

According to Hofstede & Fink (2014), organizational culture can influence individuals and their performance. In a competitive environment, organizations with determining factors such as organizational structure, financial analysis tools, and leadership form a culture that determines the performance of their followers. A supportive work culture, such as professional values and appreciation for superior competence, will provide guidelines for employees to direct behavior towards achieving high results for

their expertise. Employees with a relaxed work culture by tolerating indiscipline and violations will form an aggregate work environment that leads to poor and inferior work results. Studies conducted by Kusworo, Armanu, Rahayu, & Sumiati (2015) and Jufrizen, Lumbanraja, Salim, & Gultom (2017) showed that performance is caused by organizational culture.

H3: Organizational culture has a positive effect on employee performance.

Job satisfaction is an employee's emotional state that is positive in evaluating work experience. The relationship between satisfaction and employee outcomes was proposed by Crow et al. (2012), namely that job satisfaction has a positive impact on individual achievement, whereas disappointment will reduce the level of success in achieving quantity and quality. Disappointment will weaken and reduce fighting power as loyalty decreases. Employees with comfort in their hearts in the form of a sense of satisfaction will naturally try to defend themselves from being kicked out of work, thereby maintaining their performance achievements. Research conducted by Fauzi, Warso, & Haryono (2016) and Juniantara & Riana (2015) showed that job satisfaction has a positive effect on employee performance.

H4: Job satisfaction has a positive effect on employee performance.

The relationship between OCB and employee performance is based on the opinion of Farrell & Finkelstein (2011) that organizations with employees who have high OCB will have superior performance compared to competitors who have low OCB. Employees with high OCB behavior will be happy to help the organization achieve excellence and productivity which results in better service to internal and external customers. Sani, (2013) found that OCB has a positive influence on employee performance.

H5: OCB has a positive effect on employee performance.

Organizational culture is expected to shape individual attachment to the organization. As a differentiating factor between organizations and others (Fauzi et al., 2016), culture is expected to form individual identification with the organization which leads to a sense of belonging so that individuals will carry out OCB. Furthermore, OCB can be related to an individual's willingness to work more which will lead to higher performance results. Maulani, Widiartanto, & Dewi (2015) link OCB as a mediator of organizational culture and individual performance.

H6: OCB mediates the relationship between organizational culture and employee performance.

Individuals are said to be satisfied if their expectations are met in the aspects of salary, promotion, relationships with colleagues, relationships with supervisors, and getting fulfillment for their work. In this way, he will open himself up to behaving in a way that helps his colleagues and helps his superiors, even though it is not related to his main responsibilities. Furthermore, the OCB behavior that appears will lead to higher work results. Jayanti & Kurniawan (2015) found that OCB mediates the effect of job satisfaction on employee performance.

H7: OCB mediates the effect between job satisfaction and employee performance.

## Methods

This research uses a quantitative method by collecting data using a questionnaire distributed to employees of the Human Resources and General Affairs section of PT Madubaru Bantul Yogyakarta. Using the accidental technique, as many as 80 respondents answered the questionnaire and the data could be processed further. The measurement of organizational culture variables is adopted from Hofstede & Fink (2014), job satisfaction from (Crow et al., 2012), and OCB from Organ (2009). Data were processed using multiple regression analysis.

## Result and Discussion

Table 1. Results of Multiple Linear Regression Analysis

| Variable                | t-value | Sig.  |
|-------------------------|---------|-------|
| Org. Culture -> OCB     | 3.456   | 0.000 |
| Job Satisfaction -> OCB | 2.678   | 0.000 |

Primary Data, 2024

The results of testing hypothesis 1 show a probability of  $0.000 < 0.05$ , so H1 is accepted, there is a positive and significant influence of organizational culture on OCB. Testing hypothesis 2 produces a probability value of  $0.000 < 0.05$ , so H2 is accepted, job satisfaction has no significant effect on OCB.

The first hypothesis is supported, the culture of PT Madubaru Bantul Yogyakarta influences the level of OCB. Cultural values are able to encourage employees to improve extra-role performance. This research is in accordance with Wibowo's (2016) research which revealed that culture in an organization significantly influences OCB. The cultural item that has the highest mean is "People devote all their abilities to working in the organization" (4.12). Meanwhile, 3 items with the same score of 3.00 are "Cooperation between departments is well established", "Often tells the history and existence of the organization to other parties", "Top managers make decisions based on facts" (3.00). These three items can be improved if you want to increase the organization's OCB at PT Madubaru Bantul Yogyakarta. This indicates that the work culture in the organization is not directly related to the formation of performance items. This research confirms that organizational culture must influence performance through OCB.

The second hypothesis is supported, meaning that job satisfaction that has been felt such as salary, promotion opportunities, good relationships with colleagues & supervisors, as well as the work itself makes employees feel involved and fulfill their performance beyond their role. The higher the perceived job satisfaction, the higher the OCB behavior in employees, which supports the findings of Yuliana & Kurniawan (2020). Job satisfaction items that received a high mean were "I enjoy working with my friends here" and "Management always treats me honestly" (3.94 each) while the item with the lowest score is "I prefer to carry out my own work" (3.48).

## Conclusion

Organizational culture and job satisfaction have a positive and significant effect on OCB. Thus, OCB needs to be a concern for leaders to maintain at a high level among workers because organizational culture can only improve performance through OCB. Organizational Culture and job satisfaction can both effect on OCB, the nature of this effect e is complex and context dependent. A positive organizational culture can foster OCB by promoting a culture of care and mutual respect, Instead, other factors such as psychological, physical, and social factors may play a more significant role in shaping OCB behaviors.

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