

The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable

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Abstract

The increasingly dynamic world of education requires educators to exhibit Organizational Citizenship Behavior (OCB). OCB refers to voluntary behavior by employees who are willing to perform tasks beyond their formal obligations for the benefit of the organization. This study employs a quantitative descriptive approach. It was conducted at SDN Cakung Barat 04 Pagi, East Jakarta, with a population consisting of both educators and non-educational staff, and a sample of 52 respondents using a saturated sampling or census technique. The research aims to examine the influence of Variable X (Organizational Culture and Job Satisfaction) on Y (Organizational Citizenship Behavior, OCB) with Organizational Commitment as an intervening variable. Data analysis techniques include instrument testing (validity and reliability tests), descriptive analysis, SEM-PLS analysis, and simultaneous hypothesis testing (F-Test). The p-value for the influence of organizational culture on organizational commitment is 0.021. The p-value for the influence of job satisfaction on organizational commitment is 0.440. The p-value for the influence of organizational culture on OCB is 0.024. The p-value for the influence of job satisfaction on OCB is 0.034. The p-value for the influence of organizational commitment on OCB is 0.000. Organizational Culture influences Organizational Commitment, while Job Satisfaction does not. Organizational Culture, Job Satisfaction, and Organizational Commitment influence OCB. Organizational Culture influences OCB with Organizational Commitment as an intervening variable. Job Satisfaction does not influence OCB when Organizational Commitment is used as an intervening variable. Both Organizational Culture and Job Satisfaction influence Organizational Commitment. Both Organizational Culture and Job Satisfaction influence OCB.

Keywords: Organization Citizen Behavior; Organizational Commitment; Organizational Culture, Job Satisfaction.

INTRODUCTION

The achievement of an organization's goals cannot be separated from the role of various components within it. Alongside the availability of capital, natural resources, technological advancements, and human resources. Human resources are one of the most crucial factors for an organization and the primary asset in achieving its objectives. This is because human resources are the executors of those goals. In today's era, the need for high-quality human resources is increasingly essential, including in the field of education.

In the increasingly dynamic world of education, there is a need for educators who exhibit Organizational Citizenship Behavior (OCB). In such a dynamic educational environment, where tasks are often performed in teams and require flexibility, organizations need educators with OCB traits. These traits include helping others in the team, volunteering for extra tasks, avoiding conflicts with coworkers, adhering to rules, and tolerating losses and disruptions related to work (Robbins and Judge, 2008:40). This highlights the fact that “organizations with employees who demonstrate OCB tend to exhibit better performance, which in turn can enhance organizational productivity.”

According to Garay (2006:34), OCB is defined as "the voluntary behavior of an employee who is willing to perform tasks or duties beyond their responsibilities or obligations for the advancement

or benefit of their organization." One of the primary factors influencing OCB is organizational culture. Research conducted by Wijaya and Yuniawan (2017:11) revealed that "there is a positive relationship between organizational culture and OCB."

Robbins and Judge (2011:262) define organizational culture as "a system of shared meaning (perception) embraced by members of the organization, which differentiates that organization from others." Research on organizational commitment, OCB behavior, and organizational culture in school environments is still limited, even though, in practice, many teachers exhibit OCB and uphold the organizational culture in their schools. This study focuses on SDN Cakung Barat 04 Pagi, where the availability of human resources is not adequately supported by clear job allocations, and much of the work overlaps (Farhan & Faisal, n.d.) . This presents a serious issue directly related to the organization's existence, in this case, the school. The level of OCB at SDN Cakung Barat 04 Pagi can be considered relatively low. This is evident from the lack of mutual assistance among teachers, particularly in substituting for absent colleagues (Farhan, n.d.).

The phenomenon at SDN Cakung Barat 04 Pagi, where teacher performance is classified as "adequate," may be influenced by several factors, such as a decline in employee commitment. This is indicated by the lack of internalization of organizational goals, limited participation in programs, and decreased loyalty. Furthermore, the lack of innovation and aggressiveness among teachers has not been optimal. The behavior of Organizational Citizenship Behavior (OCB) is also less visible due to unfulfilled job satisfaction, especially among honorary teachers. The suboptimal organizational commitment is marked by the limited contribution of teachers to the organization's progress. This is partly due to frequent changes in the national curriculum, resulting in additional workload such as extended teaching hours, responsibilities as homeroom teachers, and other administrative tasks that are disproportionate to the income received, particularly for non-permanent teachers. This situation became more pronounced during the COVID-19 pandemic, when many teachers had to bear additional costs to support online learning. These costs included purchasing computers, laptops, or internet packages, as schools were unprepared to provide adequate facilities and infrastructure for online learning. Despite these challenges, many teachers demonstrated OCB by taking personal initiatives to ensure the success of online learning. Since mid-2021, in-person learning has resumed, but it has yet to be implemented optimally and remains subject to policies from the Ministry of Education and Culture (Farhan et al., 2024).

Several factors, including organizational culture, job satisfaction, and organizational commitment, significantly influence teachers' productivity and OCB. Previous research indicates that these factors play a critical role in enhancing OCB and productivity. At SDN Cakung Barat 04 Pagi, the level of OCB among teachers is relatively low, as reflected in the classification of job performance, which sometimes drops to the "adequate" level.

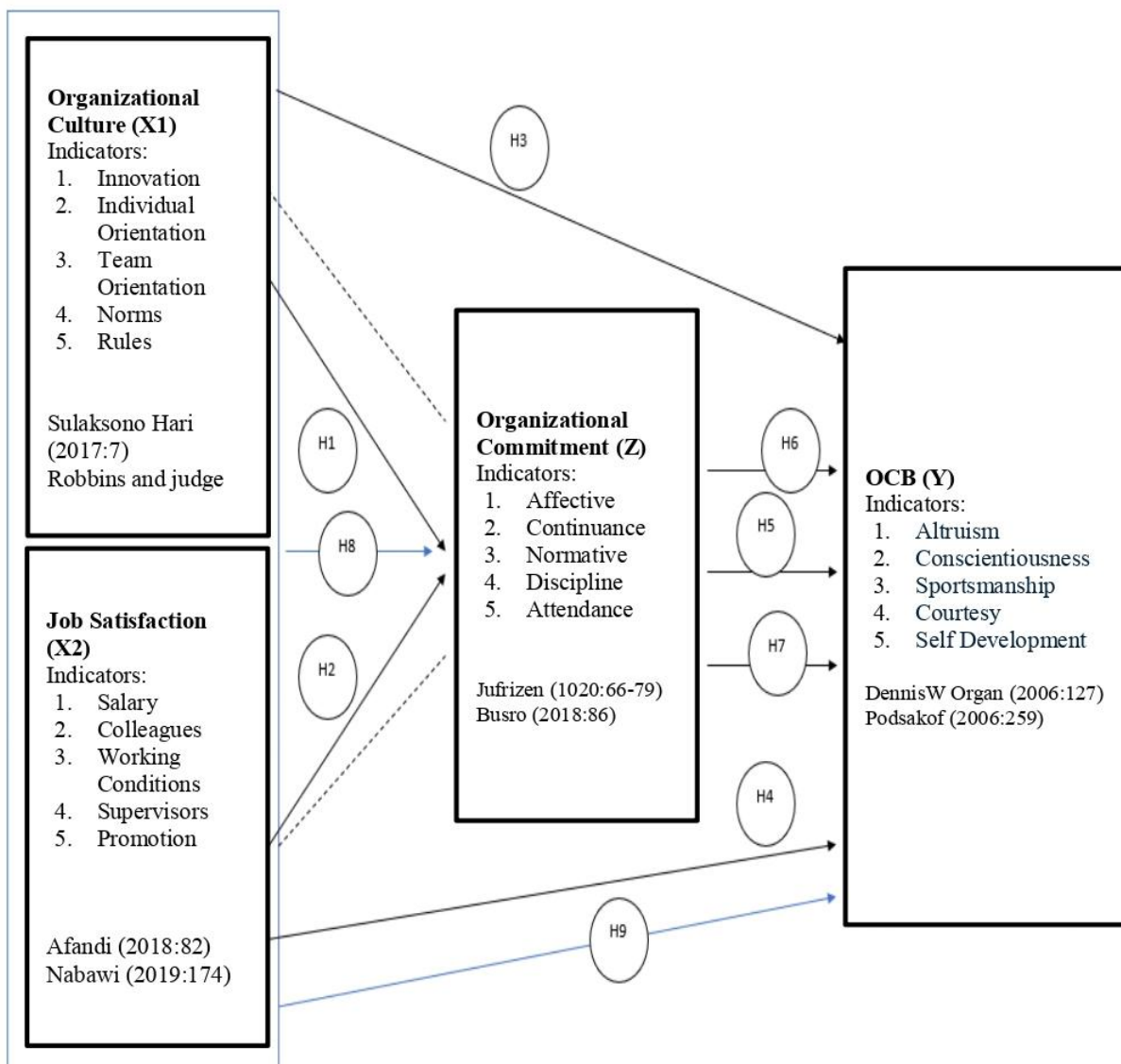
This phenomenon illustrates that increasing productivity is not solely dependent on individual teachers but also on organizational culture, job satisfaction, and organizational commitment. By enhancing teachers' OCB, the organization is expected to improve its overall productivity. Based on the explanation provided in the background, the author is interested in conducting a study titled: "The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable (A Study on Teachers at SDN Cakung Barat 04 Pagi).

METHODS

This study employs a quantitative research design and falls under the category of descriptive research. The research was conducted at SDN Cakung Barat 04 Pagi, located at Road Tipar 12/07, West Cakung, East Jakarta. The population for this study includes both teaching and non-teaching

staff at SDN Cakung Barat 04 Pagi, with a total sample size of 52 individuals. The study utilizes primary data collected through observation, interviews, field notes, and documentation. Additionally, secondary data is obtained through literature reviews, documentation, books, magazines, newspapers, and written archives related to the research object. Questionnaires were distributed via Google Forms, using a semantic differential scale developed by Osgood. The sampling technique used is saturated sampling or census, where all members of the population are included in the sample. This study aims to examine the influence of Variable X (Organizational Culture and Job Satisfaction) on Variable Y (Organizational Citizenship Behavior, OCB), with Organizational Commitment as an intervening variable. Data Analysis Techniques, Instrument Testing (Validity Test and Reliability Test), Descriptive Analysis, Structural Equation Modeling – Partial Least Squares (SEM-PLS), Simultaneous Hypothesis Testing (F-Test).

Figure 1. Frame work



RESULTS AND DISCUSSION

A. Results

1. Inner Model Testing

The inner model test is conducted to examine whether the relationships between latent variables, such as exogenous and endogenous constructs. It can provide answers to questions about the relationships between the latent variables that were hypothesized earlier. In other words, the inner model evaluates how well the structural relationships (paths) between the latent variables fit the data and test the proposed theoretical framework. This test is crucial to validate whether the relationships between the variables are supported by the data, helping to assess the strength and significance of these connections in the overall model.

a. R-Square Test Analysis (R²)

Table 1.1 R-Square

	R Square	R Square Adjusted
OCB	0,587	0,561
Organizational Commitment	0,127	0,091

Source: Data processed with SmartPLS

Based on the output from SmartPLS, the coefficient of determination (R-squared) value in this study is 0.587. This value indicates that the organizational commitment variable explains 58.7% of the variance in the dependent variable Organizational Citizenship Behavior (OCB). The remaining 41.3% of the variance in OCB is influenced by other factors not considered in the model of this study. This means that while organizational commitment plays a significant role in explaining OCB, there are other variables or factors outside the scope of the current research model that also contribute to the variation in OCB.

b. Multicollinearity Analysis

Table 1.2 Variance Inflation Factor (VIF)

	OCB	Organizational Commitment
Organizational Culture	1,522	1,738
Job Satisfaction	1,417	1,738
Organizational Commitment	1,145	

Source: Data processed with SmartPLS

Based on the table above, it shows that all variables in this study have a VIF (Variance Inflation Factor) value < 5, indicating that the research model does not suffer from multicollinearity.

c. Hypothesis Testing (Bootstrapping)

Table 1.3 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values

X1 -> Z	0,311	0,308	0,130	2,383	0,021
X2 -> Z	0,073	0,083	0,094	0,779	0,440
X1 -> Y	0,266	0,269	0,114	2,332	0,024
X2 -> Y	0,256	0,264	0,118	2,175	0,034
Z -> Y	0,479	0,473	0,071	6,759	0,000

Source: Data processed with SmartPLS

X1 = Organizational Culture

X2 = Job Satisfaction

Y = Organizational Citizenship Behavior

Z = Organizational Commitment

Based on the table above, the following can be explained:

- 1) Organizational Culture has a significant positive influence on Organizational Commitment, with an original value (O) of 0.311. The t-statistic value of 2.383 is greater than 1.675, and the p-value is 0.021, which is less than 0.05. Therefore, Hypothesis 1 stating that organizational culture has a positive and significant impact on organizational commitment is supported.
- 2) Job Satisfaction does not have a significant positive influence on Organizational Commitment, with an original value (O) of 0.073. The t-statistic value of 0.779 is less than 1.675, and the p-value is 0.440, which is greater than 0.05. Therefore, Hypothesis 2 stating that job satisfaction has a positive and significant influence on organizational commitment is not supported.
- 3) Organizational Culture has a significant positive influence on Organizational Citizenship Behavior (OCB), with an original value (O) of 0.266. The t-statistic value of 2.332 is greater than 1.675, and the p-value is 0.024, which is less than **0.05**. Therefore, Hypothesis 3 stating that organizational culture has a positive and significant impact on OCB is supported.
- 4) Job Satisfaction has a significant positive influence on Organizational Citizenship Behavior (OCB), with an original value (O) of 0.256. The t-statistic value of 2.175 is greater than 1.675, and the p-value is 0.003, which is less than 0.05. Therefore, Hypothesis 4 stating that job satisfaction has a positive and significant impact on OCB is supported.
- 5) Organizational Commitment has a significant positive influence on Organizational Citizenship Behavior (OCB), with an original value (O) of 0.560. The t-statistic value of 6.854 is greater than 1.675, and the p-value is 0.034, which is less than **0.05**. Therefore, Hypothesis 5 stating that organizational commitment has a positive and significant impact on OCB is supported.

d. Testing the Effect of Mediating Variables

Table 1.4 Results of Direct Effect Testing

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P-values	Conclutions
X1 -> Z -> Y	0,149	2,643	0,011	Mediating
X2 -> Z-> Y	0,035	0,757	0,453	Not Mediating

- 1) **Organizational Culture Affects OCB Through Organizational Commitment**
The analysis shows that organizational culture has a significant influence on Organizational Citizenship Behavior (OCB) through organizational commitment. This is confirmed by the P-value of 0.011, which is less than 0.05 (P-value < 0.05),

indicating that organizational commitment acts as a mediator in the relationship between organizational culture and OCB.

2) Job Satisfaction Does Not Affect OCB Through Organizational Commitment

In contrast, job satisfaction does not have a significant effect on OCB through organizational commitment. The P-value is 0.453, which is greater than 0.05 (P-value > 0.05), indicating that organizational commitment does not mediate the relationship between job satisfaction and OCB. Therefore, job satisfaction has no indirect impact on OCB through organizational commitment.

Table 1.5 F-Test (X1, X2 on Z)

Modal	Sum of Squares	df	Mean Square	F	Sig
	Regression	418.475	209.238	3.314	.045^b
	Residual	3093.601	63.135		
	Total	3512.007			

Source: Data processed by the researcher using SPSS 27.0

Dependent Variable : Z

Predictors: (Constant), x2,x1

Based on the results of the simultaneous test in the table above, the following explanation can be provided:

The F-test result shown in the table indicates that the calculated F-value (F-count) is 3.314. Meanwhile, the critical F-value (F-table) with $n-k-1 = 52-2-1 = 49$ and a significance level of $\alpha = 5\%$ is 3.19. When comparing the calculated F-value with the critical F-value, we obtain $F\text{-count} > F\text{-table}$ ($3.314 > 3.19$). With a significance level of $0.045 < \alpha 0.05$, this means that the null hypothesis (H_0) is accepted. Therefore, it can be concluded that, simultaneously, organizational culture (X1) and job satisfaction (X2) have a significant influence on organizational commitment (Z).

Table 1.6 F-Test (X1, X2 on Y)

Modal	Sum of Squares	df	Mean Square	F	Sig
	Regression	2279.843	1139.921	54.646	<.001^b
	Residual	3813.849	77.834		
	Total	6093.692			

Source: Data processed by the researcher using SPSS 27.0

Dependent Variable: Y

Predictors: (Constant), x2,x1

Based on the results of the simultaneous test in the table above, the following explanation can be provided:

The F-test result shown in the table indicates that the calculated F-value (F -count) is 14.646. Meanwhile, the critical F-value (F-table) with $n-k-1 = 52-2-1 = 49$ and a significance level of $\alpha = 5\%$ is 3.19. When comparing the calculated F-value with the critical F-value, we obtain $F\text{-count} > F\text{-table}$ ($14.646 > 3.19$). With a significance level of $0.001 < \alpha 0.05$, this means that the null hypothesis (H_0) is

accepted. Therefore, it can be concluded that, simultaneously, organizational culture (X1) and job satisfaction (X2) have a significant influence on Organizational Citizenship Behavior (OCB) (Y).

Discussion

The Effect of Organizational Culture on Organizational Commitment

Based on the test results, it was found that organizational culture has a positive and significant effect on organizational commitment. This indicates that the higher the organizational culture, the higher the organizational commitment. This finding is supported by research by Putu Enda Wira Saputra and I Wayan Gede Supartha (2019), which shows that good organizational culture can increase organizational commitment. One important indicator is the cooperation among teachers, ease of adapting to the work environment, and decision-making through discussions.

The Effect of Job Satisfaction on Organizational Commitment

The test results show that job satisfaction does not have a positive and significant effect on organizational commitment. This indicates that changes in job satisfaction levels do not significantly affect organizational commitment levels among the educators surveyed. This result contradicts the study by Ni Luh Putu Yanti Astika Dewi and I Gusti Made Suwandana (2016), which found that job satisfaction positively and significantly impacts organizational commitment. However, this result does not deny the importance of job satisfaction, but in this case, job satisfaction is not a significant determining factor for organizational commitment.

The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB)

It was found that organizational culture has a positive and significant effect on OCB. This means that the higher the organizational culture, the higher the Organizational Citizenship Behavior. This result is supported by research by Ayu Putu Ariani, Desak Ketut Sintaasih, and Made Surya Putra (2017), indicating that a good organizational culture improves OCB. In this study, the largest indicator was team orientation (X1-3), where cooperation among teachers is well-established, there is ease of adapting to the work environment, and decisions are made collectively.

The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Job satisfaction has a positive and significant effect on OCB, meaning that the higher the job satisfaction, the higher the Organizational Citizenship Behavior. This is supported by the research of I Nyoman Bayu Putra Mahardika and I Made Artha Wibawa (2019), indicating that better job satisfaction is linked to an increase in OCB. The largest indicator in this study was the satisfaction with colleagues, which creates a harmonious work atmosphere and provides solutions when problems arise.

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The results in Table 4.23 show that organizational commitment has a positive and significant effect on OCB, meaning that the higher the organizational commitment, the higher the Organizational Citizenship Behavior. In this study, the largest indicator was normative commitment, where teachers feel loyal to the organization that has contributed to their lives. Strong organizational commitment contributes to increased work enthusiasm and proactive behavior that supports the organization's success.

The Effect of Organizational Culture on OCB with Organizational Commitment as an Intervening Variable

The study found that organizational citizenship behavior is influenced by organizational culture through organizational commitment. This means that a strong and positive

organizational culture significantly impacts OCB by increasing organizational commitment. In other words, good organizational culture not only directly affects OCB, but also enhances employee commitment, which in turn increases their OCB. This finding aligns with research by Putu Enda Wira Saputra and I Wayan Gede Supartha (2019), which showed that organizational commitment plays a mediating role between organizational culture and OCB.

The Effect of Job Satisfaction on OCB with Organizational Commitment as an Intervening Variable

The study found that organizational citizenship behavior is not influenced by job satisfaction **through** organizational commitment. This indicates that even though educators may feel satisfied with their jobs and have a certain level of commitment to the organization, this commitment does not significantly mediate the relationship between job satisfaction and OCB. This result contradicts the research by Ni Luh Putu Yanti Astika Dewi and I Gusti Made Suwandana (2016), which found that organizational commitment mediates the relationship between job satisfaction and OCB.

The Effect of Organizational Culture and Job Satisfaction on Organizational Commitment

Based on the F-test results, it can be concluded that organizational culture and job satisfaction simultaneously have a significant effect on organizational commitment. Overall, high job satisfaction and strong organizational commitment contribute significantly to the improvement of OCB, which ultimately supports the overall performance and success of the organization. This study is in line with research by Pabundu Tika in Farlianto (2016), which states that when organizational culture is good and job satisfaction is met, organizational commitment among employees will increase.

The Effect of Organizational Culture and Job Satisfaction on OCB

The F-test results show that organizational culture and job satisfaction simultaneously have a significant effect on OCB. Positive or negative job satisfaction experienced by educators is a complex issue, as it stems from various aspects of the job itself. Similarly, a conducive organizational culture will make educators feel comfortable at work, and this comfort will motivate them to help others. This is consistent with the study by Erkutlu (2011), which stated that organizational culture plays an important role in the relationship between organizational justice and OCB within an organization.

CONCLUSIONS AND RECOMMENDATION

Organizational Culture influences Organizational Commitment, while Job Satisfaction does not. Organizational Culture, Job Satisfaction, and Organizational Commitment influence OCB. Organizational Culture influences OCB with Organizational Commitment as an intervening variable. Job Satisfaction does not influence OCB when Organizational Commitment is used as an intervening variable. Both Organizational Culture and Job Satisfaction influence Organizational Commitment. Both Organizational Culture and Job Satisfaction influence OCB.

Future research is expected to give more consideration to the aspect of novelty in analyzing productivity. One suggestion that can be proposed is to focus on innovation and the adaptation of technology that influences productivity in each element of the Pentahelix. In doing so, future research can contribute more relevant insights, especially in exploring how cross-sector collaboration in the era of Industry 4.0 can enhance productivity and sustainability across various fields.

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