

THE INFLUENCE OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF SKPK EAST ACEH

Rahma Tina¹, Likdanawati², Jullimursyida³, Maisyura⁴, Henny Irawati⁵

^{1,2,3,4,5}Faculty of Economics and Business, Universitas Malikussaleh

Correspondence author E-mail: likdanawati@unimal.ac.id

Abstract

This study aims to investigate the impact of Job Satisfaction, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior among employees of SKPK East Aceh. The independent variables include Job Satisfaction, Organizational Commitment, and Organizational Culture, while the dependent variable is Organizational Citizenship Behavior. The research adopts a quantitative approach, gathering data through a questionnaire consisting of questions and statements distributed to the employees of SKPK East Aceh. Data is scored using a Likert scale. The study was carried out at two SKPKs in East Aceh, specifically the East Aceh DPRK with 39 respondents and the East Aceh Inspectorate with 50 respondents, using a saturated sample approach where all populations were included, resulting in a total of 89 respondents. Multiple linear regression analysis was conducted using the SPSS (Statistical Program for Social Science) program. The findings indicate that Job Satisfaction and Organizational Commitment do not have a significant influence on Organizational Citizenship Behavior among Employees of SKPK East Aceh, whereas Organizational Culture does influence Organizational Citizenship Behavior among Employees of SKPK East Aceh. Higher levels of Job Satisfaction and Organizational Commitment within a government institution are associated with increased Organizational Citizenship Behavior or extra-role behavior among employees, ultimately leading to improved employee performance.

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

1. INTRODUCTION

Human resources are a very important and central company resource because these human resources manage the company's financial and operational technological resources (Aswardi et al., 2019). According to (Hasibuan, 2008) Human Resource Management is the science and art of managing the relationships and roles of the workforce so that they are active and efficient in helping to realize the goals of the company, employees and society. Therefore, the implementation of positive behavior through Organizational Citizenship Behavior or extra-role behavior has an indirect influence on the reward system for employees and has significant implications for the company's business process activities. (Soegandhi et al., 2013). Based on the results of observations made at several Variable (X1) Job Satisfaction, Regency Work Unit (SKPK) offices in East Aceh, the variable This decreases, making the level of Organizational Citizenship Behavior of employees low.

Variable (X2) Organizational Commitment work and work only to complete their work without helping their co-workers. This may happen because the workload is too much and the employee's lack of loyalty to the organization, which makes the employee's responsibility less good. Variable (X3) Organizational Culture, because there are some employees who don't like the company's organizational culture, perhaps because of pressure from colleagues for new employees, so that new employees have characteristics that encourage employees to be more innovative and creative and dare to take risks in their work so that these new employees have Pressure from seniors means that some employees do not feel harmony and feel that they have conflicts between co-workers, so they lack enthusiasm and do not comply with the organizational culture where they work. From the results of observations that occurred at the Regency Work Unit (SKPK) in East Aceh, not all employees have good job satisfaction, organizational commitment and organizational

THE INFLUENCE OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF SKPK EAST ACEH.

Rahma Tina¹, Likdanawati², Jullimursyida³, Maisyura⁴ Henny Irawati

culture, so this can influence a good level of Organizational Citizenship Behavior (OCB). The low level of Organizational Citizenship Behavior (OCB) in several District Work Unit (SKPK) offices in East Aceh can be seen from the behavior shown by employees where not all employees have the desire to work outside their own duties or even skip work or Even when they take work holidays, the level of Organizational Citizenship Behavior (OCB) of an agency decreases, has a negative impact on decreasing efficiency, less than optimal public services and can cause public satisfaction with the services provided by the agency to not meet the wishes of the community.

Therefore, if the level of Organizational Citizenship Behavior (OCB) is optimal in government agencies, it can improve the performance of government organizations. Regarding the problem, it was found that many State Civil Servants (ASN) were absent from work, even the head of the Personnel and Human Resources Development Agency (BKPSDM) said that 2.7% of State Civil Servants (ASN) were absent on the first day of work after Joint Leave (Current News Source. Co). The impact of a lack of Organizational Citizenship Behavior (OCB) on these employees will reduce productivity and can reduce the agency's performance. Optimizing Organizational Citizenship Behavior (OCB) can reduce the need for deploying human resources so that it can increase employee loyalty, effectiveness and efficiency. Ahmad Azmi (2021) Implications of Job Satisfaction, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior in Electrical Professional Organizations in Indonesia. The results of this research are that job satisfaction has a negative influence on Organizational Citizenship Behavior, Organizational Commitment has a positive influence on Organizational Citizenship Behavior, Organizational Culture has a positive influence on Organizational Citizenship Behavior.

2. IMPLEMENTATION METHOD

This research was conducted at the District Work Unit (SKPK) in East Aceh Regency, Aceh Province. The research object is a concern in a research, namely the target place that is to be achieved to get answers and solutions to the problems in this research. The location of this research is in the office area of the Regency Work Unit (SKPK) located at Jalan Banda Aceh - Medan Kilometer 223, Seuneubok Teungoh (Pr), Idi Rayeuk District, East Aceh Regency, Aceh Province, Indonesia. From the results of observations made by the researcher, the researcher chose two offices to be used as samples because they were in accordance with the problems that occurred in this research, including the East Aceh DPRK Secretariat and the East Aceh Inspectorate. In this study, the sampling method used was a saturated sample because the entire population was used as a sample, where the number of samples in total was 89 respondents, which can be seen in the following table:

Research Sample

No	Regency Work Unit (SKPK)	Total
1.	Dewan Perwakilan Rakyat Kabupaten	38
2.	Inspektorat	50
Total		89

Where the respondents used in this research were all employees with State Civil Apparatus (ASN) status who worked in the two agencies in table 3.2 above, totaling 89 respondents. Aspects of variable / instrument measurement In this research technique The scoring used in the questionnaire assessment uses the Likert scale technique to measure attitudes, opinions, perceptions of a person or group of people. In general, the Likert scale contains answer choices with the following criteria: Strongly agree, agree, disagree, disagree and strongly disagree. Assessment of the score given is 5, 4, 3, 2, 1.

3. RESULTS AND DISCUSSION

From the all results of the validity testing shown in the table above, it can be seen that all

statements on the independent variable and dependent variable are declared valid. This is declared valid because it produces a value of $r_{count} > r_{table}$. So it can be concluded that all statements from each variable are declared valid or accurate.

Reability Test

Reability Test

Variable	Cronbach Alpha	Kons tanta	Informat ion
<i>Job Satisfaction (X1)</i>	0.944	0.6	Reliabel
<i>Organizational Commitment (X2)</i>	0.918	0.6	Reliabel
<i>Organizational Culture (X3)</i>	0.787	0.6	Reliabel
<i>Organizational Citizenship Behavior (Y)</i>	0.780	0.6	Reliabel

Based on the reliability test using Cronbach's Alpha, all independent variables and dependent variables in this study are reliable or reliable because it is proven by the Cronbach's Alpha value being greater than 0.6, so the results of this study indicate that the measurement tools in this study have met the reliability test (consistent and can be measured). measuring).

Data normality test

The normality test aims to determine whether the distribution of data follows or approaches a normal distribution. The normality test can be analyzed using the graph on the *Normal P-Plot of Regression Standardized Residual*. If the plots of both are linear (can be approximated by a straight line), then this is an indication that the residuals are normally distributed. If the pattern of points apart from the ends of the plot deviates slightly from a straight line, it can be said that the data distribution (in this case the residuals) is normally distributed.

Results of Multiple Regression Analysis

Multiple regression analysis is used to determine the effect of the independent variable on the dependent variable on changes in each increase or decrease in the independent variable that will occur. affects the dependent variable. The following are the results of multiple regression analysis.

Result of Multiple Regreession Analysis

Model		Unstandardized Coefficients		Standardi zed Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.489	1.996		6.256	.000
	<i>Job Satisfaction</i>	-.084	.083	-.106	-1.010	.316
	<i>Organizational Commitment</i>	-.011	.060	-.015	-.185	.854
	<i>Organizational Culture</i>	.897	.131	.717	6.840	.000

Based on table 4.12 above, the following multiple linear regression equation is obtained:

THE INFLUENCE OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF SKPK EAST ACEH.

Rahma Tina¹, Likdanawati², Jullimursyida³, Maisyura⁴ Henny Irawati

$$Y = 12.489 + -0.084 X1 + 0.011 X2 + 0.897 X3$$

The results of the multiple linear regression equation above obtained a constant value (a) of 12,489, which shows that when the independent variables, namely Job Satisfaction, Organizational Commitment and Organizational Culture, have a value of 0 (zero), then Organizational Citizenship Behavior is 12,489. The correlation coefficient aims to determine the level of closeness or strength of the relationship between the variables Job Satisfaction, Organizational Commitment and Organizational Culture on Organizational Citizenship Behavior.

Discussion

1. The results show that Job Satisfaction has no effect on Organizational Citizenship Behavior. Where the significant value of the variable (X1) $0,0316 > 0,05$ $t_{\text{calculated}}$ and $-1,010 < t_{\text{tabel}}$ 1,662 This shows that if a person's job satisfaction varies and leaders should pay attention to what their employees need in order to increase employee extra-role behavior so that the work and agency targets can be carried out well and on time. This shows that the higher an employee's job satisfaction, the more extra-role behavior the employee will have in carrying out their duties and obligations.
2. The results show that Organizational Commitment has no significant effect on Organizational Citizenship Behavior. The significant value of the variable (X2) $0,854 > 0,05$ $t_{\text{calculated}}$ and $-185 < t_{\text{tabel}}$ 1,662 So it can be concluded that Organizational Commitment has no effect on Organizational Citizenship Behavior. Because there are several factors that a leader in an agency does not pay attention to towards his employees, such as lack of recognition of contribution, lack of motivation and dissatisfaction with the work environment as well as low support from superiors and lack of career and talent development opportunities, which makes the employee's extra work behavior low, thus making the agency's performance declines.
3. The results of this research explain that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior among SKPK East Aceh employees. variable significant value of the variable (X3) $0,000 > 0,05$ $t_{\text{calculated}}$ and $6.840 < t_{\text{tabel}}$ 1,662 So it can be concluded that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior. Organizational culture plays a major role in shaping employee extra-work behavior because it creates norms, values and expectations that influence the way employees interact and contribute to the work environment. Because organizational culture encourages collaboration between employees and support between team members, allowing employees to carry out extra-role behavior, such as helping colleagues or contributing more outside their main duties. On the other hand, if organizational culture is lacking in an organization or agency, there is a lack of collaboration and this can reduce employee motivation to engage in extra-role behavior. Therefore, an organizational culture that is familiarized with positive values and provides recognition for employee contributions can improve the performance of an organization or agency.

Research Implications

1. Theoretical Implications

Theoretically, the results of this research show that variable X1, namely Job Satisfaction, has no significant effect on Organizational Citizenship Behavior, and Variable X2, namely Organizational Commitment, has no significant influence on Organizational Citizenship Behavior, which is different from variable significant impact on Organizational Citizenship Behavior. The greater the level of employee extra-role behavior, the better the agency's performance.

2. Managerial Implications

Managerial implications, based on the research results described above, if the Organizational Citizenship Behavior value of all employees in an agency has a high value, it will increase the performance of the agency, besides that the role of leaders and co-workers also influences the Organizational Citizenship Behavior owned by its employees, so that it has an impact on the progress of the organization and makes a positive contribution to the organization and overall organizational effectiveness.

4. CONCLUSION

Based on the research results and discussion above, the following conclusions are drawn from the results of this research:

1. Job satisfaction does not have a significant effect on Organizational Citizenship Behavior among SKPK East Aceh employees. This shows that job satisfaction does not influence Organizational Citizenship Behavior among SKPK East Aceh employees.
2. Organizational Commitment has no significant effect on Organizational Citizenship Behavior among SKPK East Aceh employees. This shows that Organizational Commitment does not influence Organizational Citizenship Behavior in East Aceh SKPK Employees.
3. Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior among East Aceh SKPK Employees. This shows that Organizational Culture influences Organizational Citizenship Behavior in SKPK East Aceh employees.

Suggestion

Based on the research results, discussion and conclusions, the following suggestions can be obtained:

1. It is hoped that the East Aceh Regency Work Unit, specifically the East Aceh Regency People's Representative Council and the East Aceh Inspectorate, will pay attention to the problems felt by employees, so that employees can feel comfortable when carrying out their duties so that later employee extra-role behavior can be achieved. increase further so that it is able to develop the agency and achieve the intended targets.
2. It is hoped that future researchers can develop the results of this research by examining the factors that can influence the Organizational Citizenship Behavior of East Aceh SKPK employees. Future researchers can also develop theories that are relevant when conducting research. Future researchers can also add a wider sample to research with the same title in order to further develop the results of this research.

THE INFLUENCE OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF SKPK EAST ACEH.

Rahma Tina¹, Likdanawati², Jullimursyida³, Maisyura⁴ Henny Irawati

REFERENCES

- Aswardi, A., Lubis, Y., . (2019) . Analisa Peranan Sumber Daya Manuasia Dalam Pencapaian Kinerja perusahaan pada PT. Perusahaan Perdagangan Indonesia (Persero) Regional Medan. *AGRISAINS: Jurnal Ilmiah Magister Agribisnis*, 1(1), 31–37. <https://doi.org/10.31289/agrisains.v1i1.215>.
- Hasibuan, M. S. . (2008). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Soegandhi, V. M., Sutanto, E. M., & Setiawan, R. (2013). Pengaruh Kepuasan Kerja dan Loyalitas Kerja Terhadap Organizational Citizenship Behavior Pada Karyawan PT Surya Timur Sakti Jatim. Volume 1. Nomor 1. Program Manajemen Bisnis, Program Studi Manajemen. Universitas Kristen Petra. *Jurnal AGORA*, 1(1).
- Kurniawan, M. (2013). PENGARUH KOMITMEN ORGANISASI, BUDAYA ORGANISASI, DAN KEPUASAN KERJA TERHADAP KINERJA ORGANISASI PUBLIK Studi Empiris pada SKPD Pemerintah Kabupaten Kerinci). *Akuntansi*.
- Marlina, A., & Budiarti, I. (2018). Pengendalian Diri Dan Komunikasi Interpersonal Pengaruhnya Terhadap Kinerja Karyawan (Studi Pada Pt Len Industri (Persero). *Program Studi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Komputer Indonesia*.
- Mulyadi, M. (2013). Riset Desain Dalam Metodologi Penelitian. *Jurnal Studi Komunikasi Dan Media*, 16(1), 71. <https://doi.org/10.31445/jskm.2012.160106>
- Nurafia, Syamsudduha, S., & Rahman, U. (2019). PENGARUH KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) DI KANTOR KEMENTERIAN AGAMA KABUPATEN BULUKUMBA. *III*(2), 216–226.
- Nuryaningsih, Y. (2023). *Pengaruh Komitmen Organisasional Dan Motivasi Terhadap Kinerja Pegawai*. 23, 1.
- Oktarina, F., Marnis, M., & Suarman, S. (2019). PENGARUH BUDAYA ORGANISASI DAN KOMPETENSI TERHADAP MOTIVASI DAN KINERJA PADA BAGAIAN HR EMPLOYEE PT. CHEVRON PACIFIC INDONESIA PEKANBARU RIAU. *Procuration: Jurnal Ilmiah Manajemen*, 7, 1.
- Organ, D., Podsakoff, P., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*.
- Sageer, A., Rafat, D. S., & Agarwal, M. P. (2012). Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. *IOSR Journal of Business and Management (IOSR-JBM)*.
- Setiawan, M. H., Prayekti, P., & Kurniawan, I. S. (2020). Faktor Yang Mempengaruhi Organizational Citizenship Behavior (Ocb) Badan Usaha Milik Desa. *JBTI : Jurnal Bisnis Teori Dan Implementasi*, 11(1), 23–34. <https://doi.org/10.18196/bti.111127>
- Siahaan, B. Z. (2011). Pengaruh Kemampuan Kerja, Persepsi Peran Dan Motivasi Kerja Terhadap Kinerja Pegawai Administrasi Universitas Negeri Jakarta. *Jurnal Manajemen Pendidikan*, 2(1), 48–57. <https://doi.org/10.21009/jmp.v2i1.2465>