

PENGARUH BUDAYA ORGANISASI DAN KEPUASAN KERJA TERHADAP OCB DIMEDIASI OLEH KOMITMEN ORGANISASIONAL

ORGANIZATIONAL CULTURE AND JOB SATISFACTION INFLUENCE OCB MEDIATED BY ORGANIZATIONAL COMMITMENT

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ABSTRACT

This research was conducted to determine the effect of organizational culture and job satisfaction on organizational citizenship behavior through organizational commitment as an intervening variable in employees. This research design uses descriptive and verification methods with a quantitative approach. In determining the research sample, the authors used probability sampling with simple random sampling technique and used the degree of variability sample measurement, obtained as many as 134 employees. The analysis method used is path analysis with t test and sobel test. The results showed that organizational citizenship behavior of employees through organizational culture, job satisfaction and organizational commitment in Pusdiklatwas BPKP employees is in the good category; organizational culture has a direct and positive effect on organizational commitment; job satisfaction has no direct and positive effect on organizational commitment; organizational culture has a direct and positive effect on organizational citizenship behavior; job satisfaction has a direct and positive effect on organizational citizenship behavior; organizational commitment has a direct and positive effect on organizational citizenship behavior; organizational culture has an indirect and positive effect on organizational citizenship behavior through organizational commitment; job satisfaction has no indirect and positive effect on organizational citizenship behavior.

Keywords: *Organizational Citizenship Behavior; Organizational Commitment; Organizational Culture; Job Satisfaction*

ABSTRAK

Penelitian ini dilakukan untuk mengetahui pengaruh budaya organisasi dan kepuasan kerja terhadap perilaku kewargaan organisasi (organizational citizenship behavior/OCB) melalui komitmen organisasi sebagai variabel intervening pada karyawan. Desain penelitian ini menggunakan metode deskriptif dan verifikatif dengan pendekatan kuantitatif. Dalam penentuan sampel penelitian, penulis menggunakan probability sampling dengan teknik simple random sampling serta pengukuran derajat variabilitas sampel, sehingga diperoleh sebanyak 134 karyawan. Metode analisis yang digunakan adalah analisis jalur (path analysis) dengan uji t dan uji Sobel. Hasil penelitian menunjukkan bahwa perilaku kewargaan organisasi pada karyawan melalui budaya organisasi, kepuasan kerja, dan komitmen organisasi di lingkungan karyawan Pusdiklatwas BPKP berada dalam kategori baik; budaya organisasi berpengaruh langsung dan positif terhadap komitmen organisasi; kepuasan kerja tidak berpengaruh langsung dan positif terhadap komitmen organisasi; budaya organisasi berpengaruh langsung dan positif terhadap perilaku kewargaan organisasi; kepuasan kerja berpengaruh langsung dan positif terhadap perilaku kewargaan organisasi; komitmen organisasi berpengaruh langsung dan positif terhadap perilaku kewargaan organisasi; budaya organisasi berpengaruh tidak langsung dan positif terhadap perilaku kewargaan organisasi melalui komitmen organisasi; kepuasan kerja tidak berpengaruh tidak langsung dan positif terhadap perilaku kewargaan organisasi.

Kata Kunci: *Organizational Citizenship Behavior; Komitmen Organisasional; Budaya Organisasi; Kepuasan Kerja*

INTRODUCTION

In the competitive era, managers in Indonesia in managing organizations are generally familiar with and apply modern management principles, such as the use of structural approaches, systems, strategies, management by objectives (MBO) and so on, although there are still some organizations that are still managed traditionally. Nurhakim (2023) revealed that in fact there are still many experts and practitioners who pay less attention to organizational culture, even though organizational culture can be used as one of the management tools to achieve efficiency, effectiveness, productivity, and work ethic. The use of organizational culture with reference to the prevailing culture in the organization. Successful organizations need employees who will do more than just formal tasks and deliver performance that exceeds expectations. Among the various human resources owned by an organization, human resources occupy a strategic position among other resources.

According to Markozi in Titisari (2014) good citizens are likely to display organizational citizenship behavior in their work environment, so that the organization will be better with employees who act organizational citizenship behavior.

One organization that is aware of the importance of Organizational Citizenship Behavior (OCB) is the Center for Supervisory Education and Training (Pusdiklatwas) of the Financial and Development Supervisory Agency (BPKP). The BPKP Supervisory Education and Training Center (Pusdiklatwas) is a work unit of the Financial and Development Supervisory Agency (BPKP), which was formed in 1983 based on Presidential Decree of the Republic of Indonesia Number 31, along with the establishment of the parent institution (Pusdiklatwas, 2023).

Based on the results of a pre-survey distributed to 20 employees regarding organizational citizenship behavior on May

20, 2024, it is known that there are problems regarding organizational citizenship behavior in Pusdiklatwas BPKP employees, where an average of 40% of employees stated that organizational citizenship behavior is not optimally applied. The problems that occur are thought to be due to the low factors that influence employee organizational citizenship behavior, including organizational commitment (Iswari, 2021), Organizational Culture (Ningrum, 2022) and Job Satisfaction (Fitri, 2021).

This research has novelty in terms of objects and analytical approaches. Based on literature review and previous article searches, no study has been found that specifically examines the influence of organizational culture and job satisfaction on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable in the BPKP Pusdiklatwas environment. Another novelty lies in the use of a mediation model that examines the role of organizational commitment in bridging the relationship between internal organizational factors and employee extra-role behavior. Thus, the results of this study are expected to make academic and practical contributions to the development of HR management in government agencies.

MATERIAL AND METHODS

MATERIAL

Organizational Citizenship Behavior

Organ in Titisari (2014) defines Organizational Citizenship Behavior (OCB) as free behavior, not directly or explicitly related to the reward system and can improve the effective distribution of the organization. The increase in organizational citizenship behavior is influenced by two main factors, namely (1) internal factors that come from employees themselves, including job distribution, commitment and personality, employee morale, motivation and so on. (2) external factors that come from outside the

employee, including leadership style, trust in leaders, organizational culture and so on. The indicators of organizational citizenship behavior are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Organizational Commitment

Organizational commitment is defined by Robbins (2017) as a condition in which an individual sides with the organization and its goals and desires to maintain his membership in the organization. Factors that can affect organizational commitment include job distribution, organizational justice, leadership support, career development, recognition and appreciation, interpersonal relationships, job uncertainty, and organizational culture. The indicators of organizational commitment are affective commitment, continuance commitment, and normative commitment.

Organizational Culture

According to Robbins (2017) organizational culture is a common perception formed by members of the organization, into a system of combining understanding, to arrange agreements in

carrying out organizational tasks, to be innovative in anticipating risks, careful about problems, and aggressive in carrying out organizational tasks. Factors that influence the existence of organizational culture are history, environment, employee placement, and socialization. The indicators of organizational culture are innovation and risk taking, attention to detail, outcome orientation, people orientation, aggressiveness, and stability.

Job Satisfaction

Luthans (2015) defines that job distribution is the result of employee perceptions of how well one's job provides everything that is seen as important through the results of his work. Factors that influence job distribution are leadership style, locus of control, and values. The indicators of job distribution are the work itself, pay, supervision, and coworkers. The framework model of the relationship between variables in this research can be presented in Figure 1.

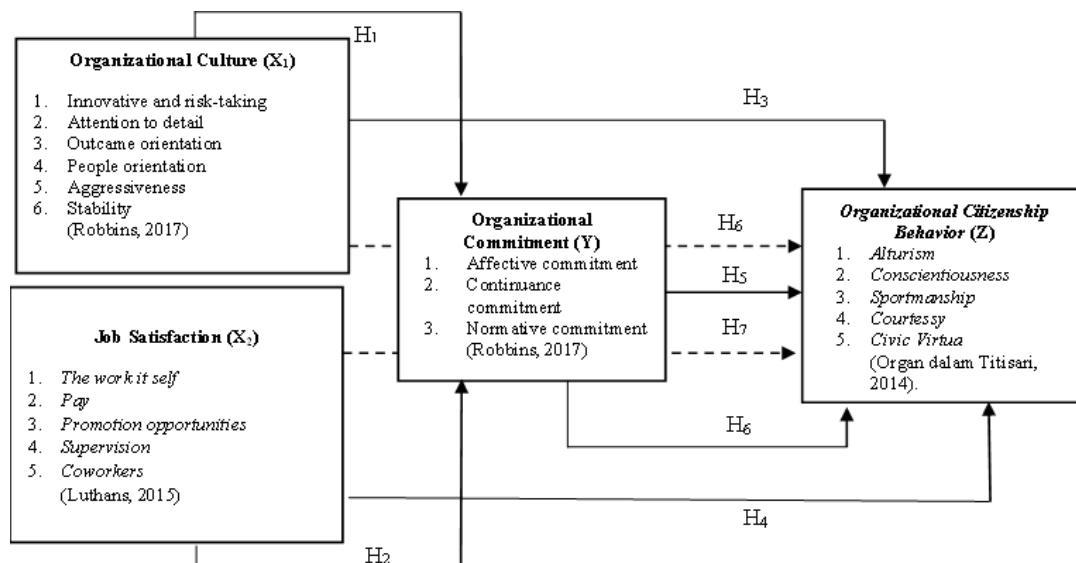


Figure 1. Framework of Thought

METHODS

This research uses descriptive and verifiable methods with a quantitative approach. According to Sugiyono (2022), descriptive research methods are methods used to determine the existence of independent variables, either in one variable or more (independent variables or free variables) without comparing the variables themselves and seeking relationships with other variables. Meanwhile, the verifiable method is a research method that is basically used to test theories by testing hypotheses. According to Sugiyono (2022), a quantitative approach can be interpreted as a research method based on positivism philosophy, used to research a specific population or sample, collect data using research instruments, and analyse data quantitatively and statistically, with the aim of testing predetermined hypotheses.

The population in this research was all 203 employees of the BPKP Training Centre. The author measured the degree of variability proposed by Sugiyono (2022) with a sample size of 134 employees. The data sources used were primary and secondary data, with data collection procedures through library research and field research such as interviews, questionnaires, and participant observation. The data testing methods used were validity testing, reliability testing, classical assumption testing, t-testing, path analysis, and Sobel testing.

RESEARCH RESULTS AND DISCUSSION

DISCUSSION

According to Sugiyono (2022) A test is considered valid if it is able to measure what it is intended to measure. Valid means that the instrument can be used to measure what it is intended to measure. Valid means that the instrument can be used to measure anything that should be measured. The criteria for testing the validity of a test are as follows: if $r_{\text{count}} \geq r_{\text{table}}$, then the test criteria are significant or valid, meaning

that the test is suitable for use in hypothesis testing. However, if $r_{\text{count}} < r_{\text{table}}$, then the test criteria are not significant or invalid, meaning that the data is not suitable for use. Next, the reliability test is conducted by comparing the Cronbach's alpha value with the significance level used, with the criterion being that if the Cronbach's alpha reliability coefficient ≥ 0.6 , then the variable instrument is reliable or trustworthy. If the Cronbach's alpha value < 0.6 , then the variable instrument is unreliable or untrustworthy. The classic 12istributin test is conducted to assess whether there are classic problems in an Ordinary Least Squares (OLS) linear regression model with a significance level of 0.05. The validity test criteria are that if $r_{\text{calculated}} \geq r_{\text{table}}$, then the test criteria are significant or valid, meaning that the data is suitable for use in hypothesis testing. If $r_{\text{calculated}} < r_{\text{table}}$, then the test criteria are not significant or invalid, meaning that the data is not suitable for use. Next, reliability testing is carried out by comparing the Cronbach's alpha value with the level or degree of significance used, with the criteria being that if the Cronbach's alpha reliability coefficient ≥ 0.6 , then the variable instrument is reliable or trustworthy. If the Cronbach's alpha value is < 0.6 , the variable instrument is unreliable or untrustworthy. An assumed classical test is conducted to assess whether there are classical problems in an Ordinary Least Squares (OLS) linear regression model, with a significance level of 0.05.

RESEARCH RESULTS

Based on the results of the questionnaire distribution among Pusdiklatwas BPKP employees in this research, the majority of employees were from the general affairs department with a high school/vocational school education level. Furthermore, the number of male employees was greater than female employees, with an age range above 35 years and a length of service above 10 years. Employees earn an income of more

than or equal to Rp 7,000,000. This indicates that Pusdiklatwas BPKP does not consider age but rather evaluates employees based on their performance outcomes. The following is a summary of the average

scores of employees' responses regarding the variables of organisational citizenship behaviour, organisational commitment, organisational culture, and job satisfaction.



Figure 2. Recapitulation Chart of Employee Responses

Validity and Reliability Test

The results of the validity and reliability tests showed that three items, namely Z.2.1, Z.3.3, and X1.1.3, were not used in this research because they had correlation values that did not meet the specified r_{hitung} value, which was smaller than r_{tabel}.

Classical Assumption Test

1. Normality Test

Table 1. First Sub Structure Normality Test Results with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		134
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2727.21558817
Most Extreme Differences	Absolute	.061
	Positive	.061
	Negative	-.036
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Primary Data Processed with IBM SPSS 26 (2024)

Table 2. Second Sub Structure Normality Test Results with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		134
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3337.98084271
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.057
Test Statistic		.070
Asymp. Sig. (2-tailed)		.193 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Primary Data Processed with IBM SPSS 26 (2024)

2. Multicollinearity Test

Table 3. Multicollinearity Test Results

Model	Collinearity Tolerance	Statistic VIF	Decision
First Sub Structure			
Organizational Culture	0,463	2,159	Bebas Multikolinearitas
Job Satisfaction	0,463	2,159	Bebas Multikolinearitas
Second Sub Structure			
Organizational Culture	0,358	2,793	Bebas Multikolinearitas
Job Satisfaction	0,462	2,163	Bebas Multikolinearitas
Organizational Commitment	0,584	1,713	Bebas Multikolinearitas

Source: Primary Data Processed, 2024

3. Heteroscedasticity Test

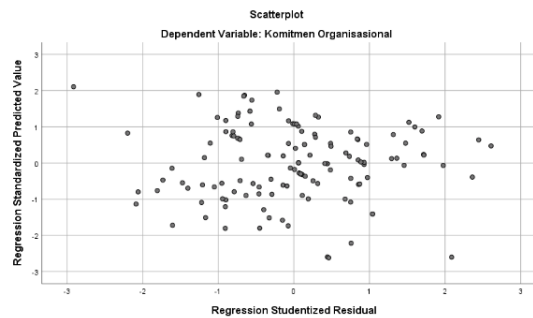


Figure 4. Scatterplot Graph
 First Sub Structure
 Source: Primary Data Processed (2024)

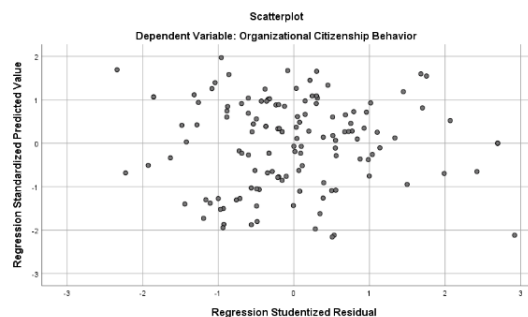


Figure 5. Scatterplot Graph
 Second Sub Structure
 Source: Primary Data Processed (2024)

Path Analysis

Table 4. First Equation Path Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4816.179	1520.367		3.168	.002
	Budaya Organisasi	.242	.039	.609	6.204	.000
	Kepuasan Kerja	.026	.051	.049	.498	.620

a. Dependent Variable: Komitmen Organisasional
 Source: Primary Data Processed, 2024

$$Y = 0,609X_1 + 0,049X_2 + \varepsilon_1 \quad \rho_{y\varepsilon} = \sqrt{1 - 0,416} = 0,584$$

Table 5. Second Equation Path Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8718.302	1904.487		4.578	.000
	Budaya Organisasi	.218	.053	.338	4.082	.000
	Kepuasan Kerja	.120	.062	.141	1.932	.056
	Komitmen Organisasional	.751	.105	.461	7.118	.000

a. Dependent Variable: Organizational Citizenship Behavior
 Source: Primary Data Processed, 2024

$$Z = 0,338X_1 + 0,141X_2 + 0,461y + \varepsilon_2 \quad \rho_{z\varepsilon} = \sqrt{1 - 0,681} = 0,319$$

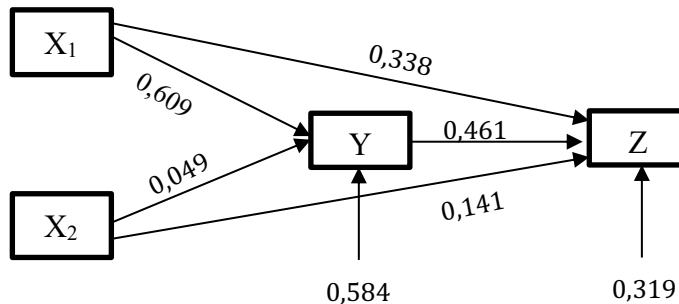


Figure 6. Path Analysis Results

Source: Primary Data Processed (2024)

As shown in Figure 6, the results of the calculations for the direct effect, indirect

effect, and total effect between variables can be presented as shown below.

Table 6. Path Analysis Test Results

Exogenous	Variable	Endogenous	Intervening	Path Coefficient	Influence		
					Direct	Indirect	Total
Organizational Culture (X ₁)	Organizational Commitment (Y)			0,609	37		
Job Satisfaction (X ₂)	Organizational Commitment (Y)			0,049	0,2		
Organizational Culture (X ₁)	Organizational Citizenship Behavior (Z)			0,338	11,4		
Job Satisfaction (X ₂)	Organizational Citizenship Behavior (Z)			0,141	2		
Organizational Commitment (Y)	Organizational Citizenship Behavior (Z)			0,461	21,2		

Organizational Culture (X₁)	<i>Organizational Citizenship Behavior (Z)</i>	Organizational Commitment (Y)	15,6	61,9
Job Satisfaction (X₂)	<i>Organizational Citizenship Behavior (Z)</i>	Organizational Commitment (Y)	6,5	16,4

Source: Primary Data Processed (2024)

As shown in Table 6, the results indicate that organisational culture has a direct influence of 37% on organisational commitment, job satisfaction has a direct influence of 0.2% on organisational commitment, organisational culture has a direct influence of 11.4% on organisational citizenship behaviour, job satisfaction has a direct influence of 2% on organisational citizenship behaviour, and organisational commitment has a direct influence of 21.2% on organisational citizenship behaviour. The indirect influence of organisational culture on organisational citizenship behaviour through organisational commitment is 15.6% with a total influence of 61.9%, and the indirect influence of job satisfaction on organisational citizenship behaviour through organisational commitment is 6.5% with a total influence of 16.4%.

The influence of organisational culture on organisational commitment is influenced by an increase in organisational culture indicators in the form of excellent aggressiveness, which can increase organisational commitment, thereby increasing employees' organisational citizenship behaviour. The influence of job satisfaction on organisational commitment is influenced by an increase in job satisfaction indicators in the form of

excellent co-workers, which increases satisfaction and strengthens employees' organisational commitment, thereby increasing employees' organisational citizenship behaviour. The influence of organisational culture on organisational citizenship behaviour is influenced by an increase in organisational culture indicators in the form of excellent results orientation, thereby increasing employees' organisational citizenship behaviour. The influence of job satisfaction on organisational citizenship behaviour is influenced by an increase in job satisfaction indicators, whereby employees feel very satisfied with their own work, thereby increasing their organisational citizenship behaviour. The influence of organisational commitment on organisational citizenship behaviour is influenced by indicators of organisational commitment in the form of normative commitment, whereby employees feel a moral obligation to remain in the organisation, thereby increasing employees' organisational citizenship behaviour.

Hypothesis Testing

Decisions were made based on a comparison of the t_{count} of each regression coefficient with the t_{table} values according to the significance level used, namely $\alpha = 0.05$. The following is a summary of the partial hypothesis test results.

Table 7. Recapitulation of T Test Results

No	Hypothesis	Statistical Test	Decision	Conclusion
1	There is a positive and significant direct effect of organisational culture on organisational commitment.	$6,204 > 1,657$	H ₀₁ rejected H _{a1} accepted	Direct and positive effect
2	There is a positive and significant direct effect of job satisfaction on organisational commitment.	$0,498 < 1,657$	H ₀₂ accepted H _{a2} rejected	No Direct and positive effect
3	There is a positive and significant direct effect of organisational culture on organisational citizenship behaviour.	$4,082 > 1,656$	H ₀₃ rejected H _{a3} accepted	Direct and positive effect

4	There is a positive and significant direct effect of job satisfaction on organisational citizenship behaviour.	1,932 > 1,656	H ₀₄ rejected H _{a4} accepted	Direct and positive effect
5	There is a positive and significant direct effect of organisational commitment on organisational citizenship behaviour.	7,188 > 1,656	H ₀₅ rejected H _{a5} accepted	Direct and positive effect

Source: Primary Data Processed (2024)

Furthermore, a Sobel test was conducted to examine the mediating effect. The following are the results of the calculations

from Sobel Test Calculator for The Significance of Mediation.

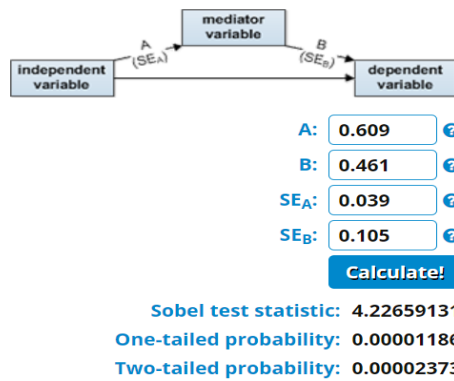


Figure 7. Result of Sobel Test Calculator Variable Organizational Culture

Source: Output Calculator for The Significance of Mediation (2024)

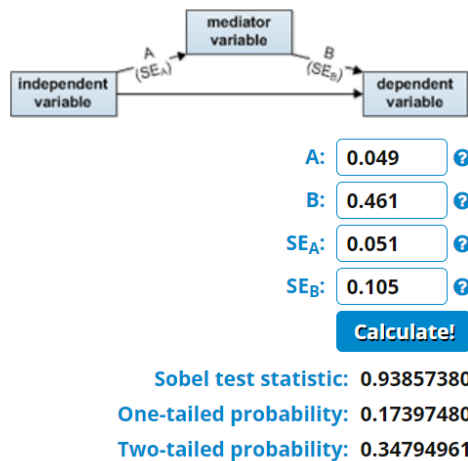


Figure 8. Result of Sobel Test Calculator Variable Job Satisfaction
 Source: Output Calculator for The Significance of Mediation (2024)

Table 8. Recapitulation of Sobel Test Results

No	Hypothesis	Statistical Test	Decision	Conclusion
1	There is a positive and significant indirect effect on organisational citizenship behaviour through organisational commitment.	$4,23 > 1,96$	H ₀₆ rejected H _{a6} accepted	Indirect and positive effect
2	There is no significant negative indirect effect on organisational citizenship behaviour through organisational commitment.	$0,94 < 1,96$	H ₀₂ accepted H _{a2} rejected	No indirect and positive effect

Source: Primary Data Processed (2024)

Hypothesis Discussion

The Influence of Organizational Culture on Organizational Commitment

The results of the t-test calculation for the organizational culture variable obtained a t_{count} of $6.204 > t_{table}$ of 1.657 . Previous supporting research was conducted by Tutugo (2020), Taroreh (2020) and Mahayasa (2018). A good organizational culture strengthens employees' loyalty to the organization. The organization's values and norms are well instilled in the organizational culture at Pusdiklatwas BPKP, so employees tend to be more open to changes that occur.

The Influence of Job Satisfaction on Organizational Commitment

The results of the hypothesis test show that job satisfaction does not have a direct and positive effect on organizational commitment, with a t_{count} of $0.498 < t_{table}$ of 1.657 . These findings are contrary to previous studies by Sudarmono (2022), Fitri (2021) and Phala (2016). However, the research findings that support this are those by Iswari (2021), who found that job satisfaction does not have a direct and positive effect on organizational commitment. Each individual has different preferences for their needs; some employees are satisfied with their work without having strong commitment to the organization, while others have high commitment despite feeling less satisfied. High job satisfaction has the potential to enhance organizational commitment by creating conditions that support emotional

attachment, intrinsic motivation, employee stability, and a positive organizational culture.

The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of the hypothesis testing on the organizational culture variable on organizational citizenship behavior obtained a t_{count} of $4.082 > t_{table}$ 1.656 . These results indicate that employees' high perceptions of the values contained in organizational culture can lead to their willingness to perform tasks outside their job descriptions. This research supports previous studies conducted by Tutugo (2020), Mahardika (2019), and Mahayasa (2018).

The Influence of Job Satisfaction on Organizational Citizenship Behavior

The results of the hypothesis test show that job satisfaction has a direct and positive effect on the organizational citizenship behavior of Pusdiklatwas BPKP employees, with a t_{count} of $1.932 > t_{table}$ of 1.656 . This result is contrary to the findings of studies conducted by Irnandi (2023) and Phala (2016), who found that job satisfaction has a direct and positive effect on organizational citizenship behavior. Studies supporting this finding include those by Sudarmono (2022), Iswari (2021), and Fitri (2021). Job satisfaction is an attitude expected by organizations; satisfied employees are more motivated to work well and perform better. Conversely, if job satisfaction is not met, it can hinder the

progress and growth of the organization. According to Luthans (2015), investing in improving job satisfaction can bring long-term benefits to the organization in the form of higher productivity, more committed employees, and a more harmonious and positive work atmosphere.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The results of the hypothesis test on the organizational commitment variable show that it has an effect on organizational citizenship behavior, as indicated by a t_{count} of $7.118 > t_{\text{table}}$ of 1.656 . This research supports previous research conducted by Sudarmono (2022), Fitri, et al. (2021), and Tutugo (2020). According to Robbins (2017), employees with high organizational commitment tend to have strong intrinsic motivation to contribute more than expected or exhibit organizational citizenship behavior. They not only fulfill their primary duties but are also more motivated to engage in voluntary activities that support the overall well-being of the organization.

The Influence of Organizational Culture on Organizational Citizenship Behavior Through Organizational Commitment as an Intervening Variable

The results of the hypothesis test show that organizational culture has a positive and significant indirect effect on organizational citizenship behavior through organizational commitment as an intervening variable among employees of the BPKP Training Center, with a Z_{count} of $4.23 > Z_{\text{table}}$ of 1.96 . The results of this research are contrary to those of studies conducted by Tutugo (2020) and Taroreh (2020). Supporting research includes studies by Prayuda (2023), Anggreni (2022), and Saputra (2019), which indicate that organizational culture influences organizational citizenship behavior through organizational commitment. According to Sedarmayanti (2017), a strong and positive organizational

culture with values of fairness, trust, and support for employee development tends to increase employee commitment to the organization. High organizational commitment can also influence employees' perceptions of moral or normative obligations to assist the organization through organizational citizenship behavior.

The Influence of Job Satisfaction on Organizational Citizenship Behavior Through Organizational Commitment as an Intervening Variable

The results of this research indicate that job satisfaction does not have an indirect and positive effect on organizational citizenship behavior, obtaining a Z_{count} of $0.94 < Z_{\text{table}}$ of 1.96 . These results do not mediate the influence between satisfaction and organizational citizenship behavior. The results of this research support the research conducted by Iswari (2021), Saepudin (2019), and Phala (2016). According to Robbins (2017), an employee's success and performance in their field of work are determined by several factors, including job satisfaction, work engagement, and commitment to the organization. Organizational commitment is a state where an individual aligns with the organization and its goals and desires to maintain their membership in the organization. Thus, high job involvement means an individual's alignment with a specific job, while high organizational commitment means alignment with the organization where they work.

CONCLUSION AND IMPLICATIONS

1. *Organizational citizenship behavior* of employees through organizational culture, job satisfaction and organizational commitment in Pusdiklatwas BPKP employees in the good category.
2. Organizational culture has a direct and positive effect on organizational commitment.

3. Job satisfaction has no direct and positive effect on organizational commitment.
4. Organizational culture has a direct and positive effect on *organizational citizenship behavior*.
5. Job satisfaction has a direct and positive effect on *organizational citizenship behavior*.
6. Organizational commitment has direct and positive effect on *organizational citizenship behavior*.
7. Organizational culture has an indirect and positive effect on organizational citizenship behavior through organizational commitment.
8. Job satisfaction has no indirect and positive effect on organizational citizenship behavior through organizational commitment.

ACKNOWLEDGMENTS

The author would like to express sincere gratitude to the BPKP Training Center for its support and permission in conducting this research, and to Mr. Hartawan Sulisty Wendy Nugroho, Ak., M., who has consistently guided and supported the author throughout the research process at the BPKP Training Center. and all parties involved in the research. To Dr. Ismartaya, MM., and Mrs. Endang Silaningsih, SE., MM., for their tireless guidance, constructive direction, and patience in guiding the author from the beginning to the end of this research process. To my beloved parents, for their love, sincere prayers, endless moral and material support, and unwavering motivation throughout the author's education, and to all parties involved in the research.

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