

The Effect Of Organizational Culture And Job Satisfaction On Organizational Performance Through Organizational Citizenship Behavior As A Variable Of Mediation In PT. Delta Indonesia Pranenggar

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Abstract: This research is to examine and analyze the effect of job satisfaction and organizational culture on organizational performance through organizational citizenship behavior at PT Delta Indonesia Pranenggar. The population and study sample were all company employees as many as 102 people. The sampling technique uses a saturated sample technique with data analysis using path analysis.

The results showed that the variable of organizational citizenship behavior could mediate between the variables of job satisfaction and organizational culture on organizational performance.

Keywords: Organizational culture, job satisfaction organizational citizenship behavior, organizational performance

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I. INTRODUCTION

Organizational performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known that an employee is at a certain level of work. The levels can vary in terms. Performance can be grouped beyond the target, according to the target or below the target. Understanding organizational performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2010: 60). Mangkuprawira (2009: 218-219) said that performance is a matter, or the level of the overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together. Organizational performance at PT. Delta Indonesia Pranenggar shows an increase. This is indicated by the increased level of productivity, increasing number of customers, increasing financial performance and customer work satisfaction in receiving company services.

Organizational performance is influenced by several factors such as job satisfaction, organizational culture, and organizational citizenship behavior. Job satisfaction is a pleasant psychological condition that is felt by workers in a work environment for their role in the organization and their needs are met properly. Meanwhile, Nguyen et al (2003) described the concept of job satisfaction as being influenced by multidimensional matters and cannot be predicted through a single dimension. In the corporate and business environment job satisfaction also has a different dimension. Dimensions are the type of work involved, Job satisfaction in compensation, Job satisfaction in aspects of promotion to coworkers. The difference in these aspects causes the level of job satisfaction of each person will always be different. This is because it relates to a person's emotional state; happy or not happy.

Another factor affecting organizational performance is organizational culture. Organizational culture is the subject of resolving external and internal problems whose implementation is carried out consistently by a group which then bequeathed to new members as an appropriate way to understand, think about, and feel for related problems.

Meanwhile, Gibson, quoted by Wibowo (2016: 15), organizational culture as what is felt by workers and how this perception creates patterns, beliefs, values, and expectations ". Beside to Mangkunegara (2005; 133) organizational culture of beliefs, values and norms developed in organizations that serve as guidelines for behavior for its members to overcome the problem of external adaptation and internal integration, Armstrong

(2005) organizational culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but shapes and determines how people behave and get things done ".

Organizational citizenship behavior also affects organizational performance. Organizational Citizenship Behavior (OCB) is behavior that is not part of the tasks that have been formally required for an employee but as a whole encourages the effective functioning of the organization (Robbins, 2003). In terms of organizational effectiveness, individuals in a team need to have supportive behavior. These behaviors are not only behaviors that are appropriate for their role but are expected to be able to bring up the extra-role behavior of the individual so that the teamwork can be more solid and can work optimally for the organization (Khrisnan 2004). Organizational Behavior (OB) is a science that studies human behavior in an organization and how that behavior impacts the organization. One of the behaviors that give impact is organizational citizenship behavior.

II. LITERATURE REVIEW

1. Job Satisfaction

The definition of job satisfaction is a pleasant psychological condition that is felt by workers in a work environment for their role in the organization and their needs are met properly.

According to (Robbins 2003) job satisfaction or job satisfaction is identified with individual things. Therefore, the level of job satisfaction of each person is different and this happens what if several factors are met, namely individual needs and their relationship with the degree of likes and dislikes profession.

Meanwhile, Nguyen et al (2003) described the concept of job satisfaction as being influenced by multidimensional matters and cannot be predicted through a single dimension. In the corporate and business environment job satisfaction also has a different dimension. The dimensions are the type of work involved, compensation, supervision, promotion aspects to coworkers.

The difference in these aspects causes the level of job satisfaction of each person will always be different. This is because it relates to a person's emotional state; happy or not happy. According to Hasibuan (2010) job satisfaction is an emotional condition in an employee who is happy and loves his job. This attitude can be seen from work morale, discipline and work performance. This can be enjoyed at work, outside of work, and a combination of the two.

According to Hasibuan (2010), an employee job satisfaction indicator can be seen from the following things:

- a. Enjoys his work
Employees are aware of the direction they are going, have a reason to choose their goals, and understand how to work. In other words, an employee likes his job because he can do it well.
- b. Loves the Job
In this case, employees do not just like their work but also realize that the work is following their wishes.
- c. Positive Work Morale
This is an inner agreement that arises from within a person or organization to achieve certain goals following specified quality.
- d. Work Discipline
Conditions that are created and formed through the process of a series of behaviors that demonstrate the values of obedience, obedience, loyalty, order and or order.
- e. Work performance
The results of work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

2. Organizational Culture

Organizational culture is the subject of resolving external and internal problems whose implementation is carried out consistently by a group which then bequeathed to new members as an appropriate way to understand, think about, and feel for related problems).

Meanwhile, Gibson, quoted by Wibowo (2016: 15), organizational culture as what is felt by workers and how this perception creates patterns, beliefs, values, and expectations ". Following Mangkunegara (2005; 133) organizational culture is a set or assumption or system of beliefs, values and norms developed in organizations that serve as guidelines for the behavior of its members to overcome the problem of external adaptation and internal integration. Armstrong (2005) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but rather shapes and determines how people behave and get things done "

Robbins (2003) suggests that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that serves as a guide for organizational policies in managing employees and consumers. According to Robbins (2003), strong organizational culture is a culture in which the core values of the organization are held intensively and widely shared by members of the

organization. The elements of organizational culture are dimensions or characteristics of organizational culture. Dimensions or characteristics of organizational culture are the elements forming organizational culture behavior.

The classification or dimension of organizational culture according to Baron and Greenberg (1997), and Robbins (2003: 721) there are seven. Based on the seven dimensions of organizational culture, as a whole captures the nature of organizational culture, namely;

- a. Innovation and risk-taking, the degree to which members of the organization are encouraged to innovate and dare to take risks.
- b. Detailed attention, i.e. the extent to which members of the organization show the accuracy of the analyst and attention to detail.
- c. Orientation towards people/individuals, namely the degree to which decisions are taken into account, taking into account the impact on outcomes in the people in the organization.
- d. Results orientation, which is the degree to which management focuses on results rather than the techniques and processes used to achieve those results
- e. Cooperation orientation is the extent to which work activities are organized based on teams, not based on individual organizations.
- f. Stability is the degree to which organizational activities emphasize maintaining the status quo rather than organizational growth.
- g. Aggressiveness is the extent to which members of the organization can be aggressive, competitive and not relaxed.

3. Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) is behavior that is not part of the tasks that have been formally required for an employee but as a whole encourages the effective functioning of the organization (Robbins, 2003). In terms of organizational effectiveness, individuals in a team need to have supportive behavior. These behaviors are not only behaviors that are appropriate for their role (in the role) but are expected to be able to bring up the extra-role behavior of the individual so that the teamwork can be more solid and can work optimally for the organization (Khrisnan 2008). In addition to the above definition, Organ (2006) also gives five dimensions of Organizational Citizenship Behaviour (OCB) :

- a. Altruism: behavior that influences helping co-workers in their duties.
- b. Conscientiousness: behavior that is part of employees who carry out tasks that exceed the minimum requirements.
- c. Sportsmanship: the feeling of employees to refrain from complaints about things that are not liked.
- d. Courtesy: behavior that is part of an individual to replace others in the organization about changes that affect their work.
- e. Civic virtue: behavior that is part of individuals that indicates that they are participating in the company.

Organizational Behavior is a science that studies human behavior in an organization and how the behavior affects the organization. One of the behaviors that give an impact is Organizational Citizenship Behavior (OCB).

4. Organizational Performance

Understanding organizational performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known that an employee is at a certain level of work. The levels can vary in terms. Performance can be grouped beyond the target, according to the target or below the target. Departing from the things referred to as a whole for the work of an employee. Understanding organizational performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehriono, 2010: 60). Mangkuprawira (2009: 218-219) said that performance is a matter, or the level of the overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together.

According to Wibowo (2010: 19), performance is a management style in managing performance-oriented resources that carry out open and sustainable communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2009: 548) argued that: "Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability. According to Richard et al (2007), organizational performance is the thing that is produced by the organization which includes the results of financial performance such as profit as measured by return on assets, return on investment and so on, market

performance such as market share expansion, and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

III. RESEARCH METHODS

1. *Research Time and Location*

The research will be conducted in October-December 2019 by taking location at PT. Delta Indonesia Pranenggar.

2. *Research Design*

This research uses the Explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

3. *Population and Samples*

The population in this study is employees who work in the office of PT. Delta Indonesia Pranenggar. While the sample used includes 102 employees who work in corporate offices. This sampling uses the saturated sample method because it uses all employees in the company office.

IV. RESEARCH RESULTS AND DISCUSSION

1. *Analysis of the Effect of Job Satisfaction on Organizational Performance*

The results of the analysis of the effect of job satisfaction on organizational performance note that the coefficient of job satisfaction is 0.522. T value of 6.123. The significance value is 0.00. This significant value is smaller than 0.05. This means that job satisfaction variables partially affect organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be a known r-squared value of 0.273. This means that the effect of job satisfaction on performance is 27.3% and the rest is influenced by other variables not included in the equation model.

2. *Analysis of the Effect of Work Organization Culture on Organizational Performance*

The results of the analysis of the influence of work organization culture on organizational performance note that the coefficient of work organization culture is 0.642. T value of 8.365. The significance value is 0.00. This significant value is smaller than 0.05. This means that the organizational culture of work variables partially influence organizational performance. The magnitude of the influence of work organization culture on organizational performance known r-squared value of 0.406. This means that the influence of work culture organizational variables on organizational performance by 40.6% and the rest is influenced by other variables not included in the equation model.

3. *Analysis of the Effect of Organizational Citizenship Behavior on Organizational Performance*

The results of the analysis of the effect of organizational citizenship behavior on performance known that the coefficient of organizational citizenship behavior of 0.858. T value of 16.706. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational citizenship behavior variables partially affect organizational performance. The magnitude of the effect of organizational citizenship behavior on organizational performance known r-squared value of 0.736. This means that the influence of organizational citizenship behavior variables on organizational performance by 73.6% and the rest is influenced by other variables not included in the equation model.

4. *Analysis of the Effect of Job Satisfaction on Organizational Citizenship Behavior*

The results of the analysis of the effect of job satisfaction on organizational citizenship behavior are known that the coefficient of job satisfaction is 0.656. T value of 8.682. The significance value is 0.00. This significant value is smaller than 0.05. This means that job satisfaction variables partially influence organizational citizenship behavior. The magnitude of the effect of job satisfaction on organizational citizenship behavior can be a known r-square value of 0.430. This means that the influence of organizational citizenship behavior variables on organizational performance by 43.0% and the rest is influenced by other variables not included in the equation model.

5. *Analysis of the Effect of Organizational Culture on Organizational Citizenship Behavior*

The results of the analysis of the influence of organizational culture on organizational citizenship behavior are known that the coefficient of organizational culture is 0.772. T value of 12.165. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational culture variables partially influence organizational citizenship behavior. The magnitude of the influence of organizational culture on organizational citizenship behavior known r-squared value of 0.597. This means that the influence of organizational culture variables on organizational citizenship behavior by 59.7% and the rest is influenced by other variables not included in the equation model.

6. Analysis of the Effect of Job Satisfaction on Organizational Performance Through Organizational Citizenship Behavior Variables

The effect of job satisfaction on organizational performance is 0.522. The effect of job satisfaction on performance through organizational citizenship behavior is $0.656 \times 0.858 = 0.563$. In this case, the indirect effect is greater than the direct effect so it can be said that the variable of organizational citizenship behavior as an intervening variable.

7. Analysis of the Influence of Organizational Culture on Organizational Performance Through Organizational Citizenship Behavior Variables

The direct effect of work culture on organizational performance is 0.642. While the influence of work culture on organizational performance through organizational citizenship behavior is $0.772 \times 0.858 = 0.662$. In this case, the indirect effect is greater than the direct effect so it can be said that the variable of organizational citizenship behavior as an intervening variable.

V. DISCUSSION

In previous studies, job satisfaction affects organizational performance. The higher job satisfaction, the greater organizational performance. In other words, this influence is positive or unidirectional. This research was conducted at some companies (Laoh, 2016). The results of this study are the same as the results of the research, the higher job satisfaction, the greater organizational performance.

In this study, organizational culture influences organizational performance. The influence of organizational culture on organizational performance was also carried out on several researchers. Based on the research, it is known that organizational culture influences organizational performance (Nawa, 2018).

In previous studies, organizational citizenship behavior affects organizational performance. Organizational citizenship behavior is also carried out in several studies. The higher the organizational citizenship behavior of employees, the greater organizational performance (Oroh, 2016).

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Job satisfaction variables partially affect organizational performance. R-squared value of 0.273. This means that the effect of job satisfaction on performance is 27.3% and the rest is influenced by other variables not included in the equation model.

Work organization culture variables affect partially organizational performance. R-squared value of 0.406. This means that the influence of work culture organizational variables on organizational performance by 40.6% and the rest is influenced by other variables not included in the equation model.

The variable of organizational citizenship behavior partially influences organizational performance. The value of r-squared is 0.736. This means that the influence of organizational citizenship behavior variables on organizational performance by 73.6% and the rest is influenced by other variables not included in the equation model.

The job satisfaction variable partially influences organizational citizenship behavior. The value of the r-squared is 0.430. This means that the influence of organizational citizenship behavior variables on organizational performance by 43.0% and the rest is influenced by other variables not included in the equation model.

Organizational culture variables partially influence organizational citizenship behavior. The value of the r-squared is 0.597. This means that the influence of organizational culture variables on organizational citizenship behavior by 59.7% and the rest is influenced by other variables not included in the equation model.

The effect of job satisfaction on organizational performance is 0.522. The effect of job satisfaction on performance through organizational citizenship behavior is $0.656 \times 0.858 = 0.563$. In this case, the indirect effect is greater than the direct effect so it can be said that the variable of organizational citizenship behavior as an intervening variable.

The direct effect of work culture on organizational performance is 0.642. While the influence of work culture on organizational performance through organizational citizenship behavior is $0.772 \times 0.858 = 0.662$. In this case, the indirect effect is greater than the direct effect so it can be said that the variable of organizational citizenship behavior as an intervening variable.

Recommendations

In improving organizational performance, job satisfaction, organizational culture, and organizational citizenship behavior need to be developed. Job satisfaction must be improved by taking into account the needs

of employees and their families. Organizational culture is developed by paying attention to good culture and eliminating bad culture. Discipline, respect for people and work on time are examples of a good culture that must be developed while an attitude of ignorance towards other employees and likes to work alone is a bad attitude that needs to be removed.

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