THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN EMPLOYEES OF CV SUMBER CAHAYA MOTOR PALEMBANG

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Abstract: *strong features of CV Sumber Cahaya Motor's corporate culture can be seen in the behavioral dimensions of courtesy and altruism, where employees are very conscious of the importance of fostering strong connections and supporting one another. Nonetheless, there are shortcomings in the areas of conscientiousness and sportsmanship, as workers frequently show a lack of initiative when working beyond their assigned duties and a lack of enthusiasm when confronted with directives or extra work that is not related to their primary duties. Obviously, this contributes to workers' dissatisfaction with their jobs. This study aimed to characterize organizational culture, job satisfaction, and organizational citizenship behavior (OCB) in part-time and full-time CV Sumber Cahaya Motor Palembang personnel. Saturated sampling methodology was employed in this investigation, with a total of 40 employees as the sample. This study employed a quantitative methodology. This study used a descriptive and verification analytical methodology. The study's findings suggest that work satisfaction and company culture have a big impact on how employees behave in terms of organizational citizenship. With a combined 52.8% contribution to OCB, both variables have a significant impact. To support the rise in employee OCB, management must continue to fortify organizational culture and raise job satisfaction.*

Keywords: *Job Satisfaction, Organizational Culture, Organizational Citizenship Behavior.*

INTRODUCTION

In today's dynamic world of work, employee flexibility is very important, because work tasks are increasing every day. Companies not only give employees the opportunity to work in the context of in-role behavior (behavior related to official duties), but companies want employees who are willing to carry out tasks that are not listed in their job description. This behavior is known as extra role behavior (behavior related to outside the work role). Extra-role behavior in the literature review is termed Organizational Citizenship Behavior (OCB) (Munthe, 2019). According to (Wirawan, 2014, p. 722) Organizational Citizenship Behavior (OCB) is an important attitude for an employee to have as individual behavior that is more voluntary, not directly recognized by the formal reward system, and overall increases the effectiveness of organizational functions. By "voluntary" is meant that the behavior does not require a role or job description that is coercive/compulsory, namely the conditions for working with the company/organization that are clearly detailed. According to (Titisari, 2014, p. 15) factors that influence Organizational Citizenship Behavior (OCB) include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, motivation.

Organizational culture is defined as a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and problem solving. organizational problems (Zainudin, 2022, p. 29).

Job satisfaction is a person's feeling towards his work which is produced by his own efforts (internal) and which is supported by things outside him (external), regarding work conditions, work results, and work itself. When an employee joins an organization, he or she brings with them a set

of desires, needs, desires and past experiences that combine to form job expectations. Job satisfaction shows the conformity between a person's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to theories of justice, psychological agreement, and motivation (Sinambela, 2019, p. 302).

The aim of this research is to determine the description of Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior (OCB) of CV Sumber Cahaya Motor Palembang employees both partially and simultaneously

Table 1
OCB Behavior to Emplyee CV Sumber Cahaya Motor

No	OCB Dimension	Percentage
1	*Alturism*	70,33%
2	*Courtesy*	64,67%
3	*Sportmanship*	30,00%
4	*Civic Virtue*	56,67%
5	*Conscientiousness*	35,33%

Source : CV Sumber Cahaya Motor

Based on table 1 above, the organizational culture at CV Sumber Cahaya Motor has shown positive aspects in the dimensions of Altruism and Courtesy behavior, with a high level of employee awareness in helping colleagues and maintaining good relationships. However, there are weaknesses in the dimensions of Conscientiousness and Sportsmanship, where employees tend to lack initiative in work outside their responsibilities and do not have sufficient enthusiasm when facing additional tasks or orders that are not part of their main job, of course this has an impact on lack of satisfaction. work on employees. Improvements in these aspects may be necessary to improve organizational culture and overall job satisfaction.

Organizational culture
According to (Tewal, 2017, p. 18) Organizational culture that is formed, developed, strengthened or even changed, requires practices that can help unite members' cultural values with the organization's cultural values. According to (Harahap, 2018, p. 100) there are four dimensions of organizational culture, namely involvement, consistency, adaptability and mission. Indicators of Organizational Culture according to (Harahap, 2018, p. 104), namely:
1. Innovation and risk taking
2. Attention to detail
3. Results oriented
4. Individually oriented
5. Team oriented
6. Aggressiveness
7. Stability

Job satisfaction
According to (Sudaryo, 2019, p. 76) Job satisfaction is a feeling of pleasant or unpleasant feelings about work based on expectations and rewards provided by the agency. According to (Robbins, 2016, p. 108) The dimensions of job satisfaction are salary, work itself, coworkers, superiors, promotions, and work environment. The indicators for measuring job satisfaction (Robbins, 2016, p. 111) are as follows:
1. The amount of payment received for the results of his work
2. Accepted workload
3. Good relationships and a sense of shared responsibility
4. Leadership style and leadership characteristics

5. Status increase
6. Comfort in working

Organizational Citizenship Behavior **(OCB)**

Organizational Citizenship Behavior (OCB) is a worker's contribution "above and beyond" the formal job description, which is done voluntarily, which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functioning (Titisari, 2014, p. 5). The dimensions and indicators of OCB are (Wirawan, 2014. 730):
1. Altruism
2. Courtesy
3. Sportsmanship
4. Conscientiousness
5. Civic virtue

Research related to Organizational Citizenship Behavior (OCB) has been studied by (Munthe 2019) where the results of his research show that partially and simultaneously, organizational culture has a positive and significant effect on OCB. Furthermore, research conducted by (Sholikhah 2022) shows that partially and simultaneously, job satisfaction has a positive and significant effect on OCB.

According to (Zaki and Saiman 2021) a hypothesis is a temporary conjecture or temporary answer to a problem formulation or research question whose truth still needs to be tested. The hypothesis in this research is:

H1: It is suspected that there is a partial influence of organizational culture and job satisfaction on organizational citizenship behavior in employees of CV Sumber Cahaya Motor Palembang.

H2: It is suspected that there is a simultaneous influence of organizational culture and job
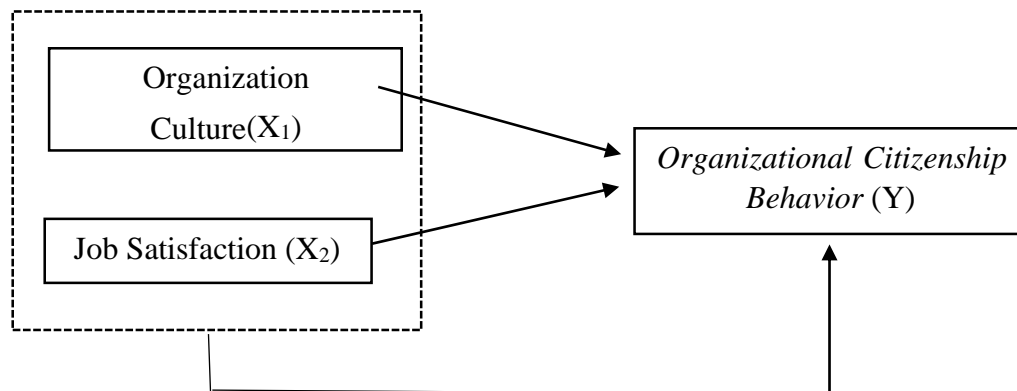
satisfaction on Organizational Citizenship Behavior in employees of CV Sumber Cahaya Motor Palembang

Information   :

⟶   : Partially

– – – ⟶   : Stimultanly

RESEATCH METHOD

Research Locus
The locus of this research is CV Sumber Cahaya Motor Palembang which is located at Jalan Letkol Iskandar No.28 ABC, 24Ilir Village, Bukit Kecil District, Palembang City.

Object of research
The object of this research is employees who work at CV Sumber Cahaya Motor Palembang.

Method of collecting data
The data collection methods in this research are distributing questionnaires, interviews and literature studies. The following is the Likert scale used to answer questions on the questionnaire.

Table 2
Likert Scale

No	Information	Point
1	Very agree	5
2	agree	4
3	Neutral	3
4	Disagree	2
5	Very Disagree	1

Population and Sampel
The population in this study were all 40 employees of CV Sumber Cahaya Motor. The sampling method is carried out using saturated sampling, namely a sample that if the number is increased, will not increase the representativeness so it will not affect the value of the information that has been obtained. Considering the small population size, in determining the sample size it is equated with the population size so the number of samples that will be used in this research is 40 employees. So all of the population in the study will become the sample at once.

Research methods
The method used in this research is a quantitative research method. According to (Sugiyono, 2018, p. 13) quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion.
Metode Analisis Penelitian
The data analysis method in this research is verification and descriptive. According to (Sugiyono, 2019, p. 13) the verification method is a research method through proof to test the hypothesis resulting from descriptive research with statistical calculations so that proof results are obtained that show the hypothesis is rejected or accepted. Meanwhile, the descriptive method is a method that begins with collecting data, recording data and analyzing data based on problems that have been formulated and then drawing conclusions.
To answer the problem formulation that has been previously formulated, the steps are as follows:
1. Describe organizational culture, job satisfaction and Organizational Citizenship Behavior among CV Sumber Cahaya Motor employees
2. Palembang by comparing the current year with the previous year.
3. Carrying out Validity Tests, Reliability Tests and Classical Assumption Tests

4. Determine the hypothesis, carry out the t test and F test, draw conclusions and calculate the coefficient of determination.

RESULTS AND DISCUSSION

Organizational culture can be defined as a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by the members of an organization as guidelines for behavior and solutions. organizational problems (Sutrisno 2018).

Job satisfaction reflects a person's feelings towards his job. This can be seen from the positive attitude of employees towards work and everything they encounter in the work environment. (Wibowati, Rahayu, and Manurung 2023)

Organizational Citizenship Behavior, hereinafter referred to as OCB, is the willingness to take extra actions outside of the main duties and main functions as a member of the organization (Purwanto et al. 2021).

To describe Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior in employees of CV Sumber Cahaya Motor Palembang, researchers have carried out an analysis that can be seen, namely first, the existence of Organizational Citizenship Behavior (OCB) shown by employees, such as helping fellow colleagues who are busy and collaborate in dealing with work problems. Second, there were resignations from a number of employees, which was caused by the workload being felt to be greater than the compensation received.

To overcome this problem, companies can take several steps. First, it is necessary to evaluate employee workload to ensure that it is in accordance with their capacity and abilities. Second, companies must make competitive and fair salary adjustments so that employees feel appreciated. Finally, improving communication with employees is important, so that the company can better understand their opinions and complaints. Through this action, it is hoped that the company can create a conducive work environment, increase employee job satisfaction, and reduce the risk of resignation

Based on the percentage of answers to the questionnaire statement regarding the variables Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior (OCB), the majority of respondents answered strongly agree, then this data will be processed using tools, namely the IBM SPSS Statistics Ver application program. 22**.**

Validity Test

The results of the validity test in this research can be seen in the table below:

Table 3
Organizational Culture Validity Test Results (X1)

Variabel X_1	Score r_{hitung}	Score r_{tabel}	Info
$X_{1.1}$	0.431	0.3120	Valid
$X_{1.2}$	0.652	0.3120	Valid
$X_{1.3}$	0.599	0.3120	Valid
$X_{1.4}$	0.791	0.3120	Valid
$X_{1.5}$	0.712	0.3120	Valid
$X_{1.6}$	0.671	0.3120	Valid
$X_{1.7}$	0.789	0.3120	Valid

(Source: SPSS Ver.22)

Based on table 3, it can be seen that the calculated r value for all statement items is greater than r table (0.3120). The author conducted research using 40 samples to determine the results of the instrument validity test in rtable research. To determine how many r tables we use to test the validity test, namely df = 40-2 = 38. If we look at the table, at df or N 38 with a two-way significance level of 0.05, the rtable value is (0.3120). Thus, it can be concluded that all statement items in this study are declared valid.

Table 4
Job Satisfaction Validity Test Results (X2)

Variabel X_1	Score r_{hitung}	Score r_{tabel}	Info
$X_{2.1}$	0.715	0.3120	Valid
$X_{2.2}$	0.769	0.3120	Valid
$X_{2.3}$	0.844	0.3120	Valid
$X_{2.4}$	0.690	0.3120	Valid
$X_{2.5}$	0.748	0.3120	Valid
$X_{2.6}$	0.758	0.3120	Valid

(Source: SPSS Ver.22)

Based on table 4, it can be seen that the calculated r value for all statement items is greater than r table (0.3120). The author conducted research using 40 samples to determine the results of the instrument validity test in rtable research. To determine how many r tables we use to test the validity test, namely df = 40-2 = 38. If we look at the table, at df or N 38 with a two-way significance level of 0.05, the rtable value is (0.3120). Thus, it can be concluded that all statement items in this study are declared valid.

Table 5
Validity Test Results *Organizational Citizenship Behavior* (OCB) (Y)

Variabel X_1	Score r_{hitung}	Score r_{tabel}	Info
Y_1	0.836	0.3120	Valid
Y_2	0.782	0.3120	Valid
Y_3	0.780	0.3120	Valid
Y_4	0.854	0.3120	Valid
Y_5	0.753	0.3120	Valid

(Source SPSS Ver.22)

Based on table 5, it can be seen that the calculated r value for all statement items is greater than r table (0.3120). The author conducted research using 40 samples to determine the results of the instrument validity test in rtable research. To determine how many r tables we use to test the validity test, namely df = 40-2 = 38. If we look at the table, at df or N 38 with a two-way significance level of 0.05, the rtable value is (0.3120). Thus, it can be concluded that all statement items in this study are declared valid.

Reliability Test
The results of the reliability test in this research can be seen in the table below:

Table 6
Reliability Test Results

Variable	*Cronbach's Alpha*	Reliability Standard	Score
Organization Behavior	0.794	0.60	Reliabel
Job Satisfaction	0.848	0.60	Reliabel
Organizational Citizenship Behavior (OCB)	0.860	0.60	Reliabel

(Source: SPSS Ver.22)

Based on table 6 above, the reliability test of all variables has a Cronbach's alpha value > 0.60, meaning that the variables Organizational Culture (X1), Job Satisfaction (X2) and Organizational Citizenship Behavior (Y) in this study are reliable, so the variables in this study are suitable for use in further analysis.

Classic Asumption Test

Normality Test

The following is a table of the One-Sample Kolmogorov-Smirnov test results obtained.

Table 7
Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardize Residual
N		40
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	1.71976457
Most Extreme Differences	Absolute	.107
	Positive	.104
	Negative	-.107
Kolmogorov-Smirnov Z		.679
Asymp. Sig. (2-tailed)		.747
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction.		

(Source: SPSS Ver.22)

Based on table 7 it can be seen that the value of Asymp. Sig. (2-tailed) is 0.747 > 0.05, so it can be concluded that the residual variable in this study has a normal distribution.

Heteroscedasticity Test
The following is a table of the results of the Heteroscedasticity test obtained.

Table 8
Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.772	1.448		3.295	.002
	BUDAYA ORGANISASI	.139	.075	.442	1.846	.073
	KEPUASAN KERJA	.021	.083	.062	.259	.797
a. Dependent Variable: Abs_RES						

(Source: SPSS Ver.22 data processing)

Based on table 8, there is an Organizational Culture variable (X1) with sig (0.073) and a Job Satisfaction variable (X2) sig (0.797) > 0.05, so there is a homoscedasticity regression model or heteroscedasticity does not occur.

Multicollinearity Test
The following is a table of the Multicollinearity test results obtained.

Table 9
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.453	2.045		.221	.826		
	BUDAYA ORGANISASI	.601	.102	.689	5.866	.000	.397	2.517
	KEPUASAN KERJA	.817	.130	.852	10.041	.000	.397	2.517
a. Dependent Variable: Organizational Citizenship Behavior								

(Source: SPSS Ver.22)

Based on table 9 above, it is known that the Tolerance value for the Organizational Culture (X1) and Job Satisfaction (X2) variables is 0.397 which is greater than 0.10. Meanwhile, the VIF

value for the Organizational Culture (X1) and Job Satisfaction (X2) variables is 2.517 < 10.00 So it refers On the basis of decision making in the multicollinearity test, it can be concluded that there are no symptoms of multicollinearity in the regression model.

Multiple Linear Regression Analysis
        The results of multiple linear regression calculations using SPSS Ver22 are as follows:

Table 10
Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.453	2.045		.221	.826
	BUDAYA ORGANISASI	.601	.102	.689	5.866	.000
	KEPUASAN KERJA	.817	.130	.852	10.041	.000
a. Dependent Variable: Organizational Citizenship Behavior						

(Source: SPSS Ver.22)

        From the results of the linear regression studied on Organizational Culture (X1) and Job Satisfaction (X2) on Organizational Citizenship Behavior (Y) it can be described as follows:

Y = a + b1X1 + b2X2 + e
Y = 0.453 + 0.601 + 0.817+ e

1. The value of a = is a constant of 0.453, meaning that if Organizational Culture (X1) and Job Satisfaction (X2) are 0, then Organizational Citizenship Behavior (Y) is 0.453.
2. The value of b1 (regression coefficient value) will also increase by 0.601.
3. The b2 value (regression coefficient value) will also increase by 0.817.

Partial Test (t test)
        The following is a table of the t test results obtained

Table 11

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.453	2.045		.221	.826
BUDAYA ORGANISASI	.601	.102	.689	5.866	.000
KEPUASAN KERJA	.817	.130	.852	10.041	.000
a. Dependent Variable: Organizational Citizenship Behavior					

(Source: SPSS Ver.22)

1. Determine tcount and ttable
a. Organizational Culture (X1)
   The tcount value is 5.866. The ttable value can be found with a significance of 0.05. Because df = (n – k – 1) then (40 – 2 – 1 = 37). ttable = 1,687
b. The tcount value is 10,041. The ttable value can be found with a significance of 0.05. Because df = (n – k – 1) then (40 – 2 – 1 = 37). ttable = 1,687
2. The decision criteria are as follows:
   - If ttable < tcount means H0 is accepted or Ha is rejected
   - If tcount > ttable means H0 is rejected or Ha is accepted

1. Make conclusions

a. Organizational Culture (X1)

It can be seen from table 4.12 that the t value is 5.866 > t table value 1.687 and the significance is 0.000 < 0.05, so it can be concluded that the null hypothesis is rejected or the alternative hypothesis is accepted, meaning that the Organizational Culture variable (X1) has a significant effect on Organizational Citizenship Behavior (Y) partially.

Research conducted by (Bayu Putra Mahardika and Wibawa 2018) states that Organizational Citizenship Behavior (OCB) is influenced by two main factors, namely factors that come from within the employee (internal) and factors that come from outside the employee (external), factors that originating from within the employee, for example morale, satisfaction, positive attitudes, and factors originating from outside the employee, for example the management system, leadership system, and organizational culture.

This is demonstrated by the teamwork culture at CV Sumber Cahaya Motor Palembang, which is willing to sacrifice one's own interests for the interests of the team. For example, there is an employee who experiences a traffic accident and is absent for several days. As a team, other employees who have free time immediately replace the position of the employee affected by the disaster.

b. Job Satisfaction (X2)

It can be seen from table 4.12 that the t value is 10.041 > t table value 1.687 and the significance is 0.000 < 0.05, so it can be concluded that the null hypothesis is rejected or the alternative hypothesis is accepted, meaning that the Job Satisfaction variable (X2) has a significant effect on Organizational Citizenship Behavior (Y) partially.

Research conducted by stated (Sholikhah 2022) that job satisfaction is an important determinant that encourages a person to display Organizational Citizenship Behavior (OCB), because

individuals who are satisfied in their work will tend to fully interpret the work and tasks they carry out. responsibility and dedication.

This can also be demonstrated by CV Sumber Cahaya Motor Palembang employees in carrying out their work, employees will feel enthusiastic in working if there are rewards or awards as a form of their work being appreciated by the company**.**

Stimulant Test (F Test)

The following is a table of the F test results obtained:

Table 12
F Test Results

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	309.054	2	154.527	49.568	.000 a
	Residual	115.346	37	3.117		
	Total	424.400	39			
a. Predictors: (Constant), Budaya Organisasi, Kepuasan Kerja						
b. Dependent Variable: Organizational Citizenship Behavior						

(Source: SPSS Ver.22)

1. Determine Fcount and Ftable
The calculated F value is 49,568. The Ftable value can be found with a significance of 0.05. Because df = (n – k – 1) then (40 – 2 – 1 = 37) Ftable = 3.25
2. The decision criteria are as follows:
- If Fcount < Ftable means H0 is accepted or Ha is rejected
- If Fcount > Ftable means H0 is rejected or Ha is accepted
3. Make conclusions

It can be seen from table 4.13 that the Fcount value is 49.568 > Ftable value 3.25 and the significance is smaller than 0.05 (0.000 < 0.05), so it can be concluded that the null hypothesis is rejected and the alternative hypothesis is accepted, meaning that the variables Organizational Culture (X1) and Job Satisfaction (X2) have an effect. significant to Organizational Citizenship Behavior (Y) simultaneously.

This means that the Organizational Culture and Job Satisfaction provided by the company to employees will increase the Organizational Citizenship Behavior (OCB) of the employees. This can be proven by the existence of an organizational culture, so the behavior of employees will move in line with the culture set by the company. Apart from that, Organizational Citizenship Behavior can also be improved by paying attention to the needs of employees so that by meeting the needs of employees, employee job satisfaction will increase and will automatically increase positive behavior from these employees**.**

Coefficient of Determination
The calculation results are obtained as follows:

Table 13
R^2 Test Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653[a]	.528	.614	1.766
a. Predictors: (Constant), Budaya Organisasi, Kepuasan Kerja				

(Source: SPSS Ver.22)

Based on table 13, the coefficient of determination R2 taken from the R Square column is 0.528 or 52.8%, meaning that the contribution of the variables Organizational Culture (X1) and Job Satisfaction (X2) to Organizational Citizenship Behavior (Y) is 52.8%, while the remaining 47.2% can be explained by other variables not examined in this study.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis of research results on the influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior (OCB) in CV Sumber Cahaya Motor Palembang employees, it was concluded that these two variables had a significant influence both partially and simultaneously on OCB. Organizational Culture and Job Satisfaction play an important role in shaping employee OCB behavior. It was found that most of the respondents showed a high level of agreement with both variables. The contribution of Organizational Culture and Job Satisfaction to OCB is 52.8%, while the remaining 47.2% may be influenced by other factors not examined in this research.

Suggestions for CV Sumber Cahaya Motor Palembang include paying more attention to employee job satisfaction by establishing good working relationships between superiors and subordinates, evaluating annual salary increases, as well as increasing awards for employees who excel. In addition, it is important to maintain an organizational culture that supports initiative, attention to detail, and work motivation. Furthermore, companies also need to ensure that employee job satisfaction is met so that Organizational Citizenship Behavior (OCB) behavior can be optimally implemented in the workplace.

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