

# The influence of organizational culture and job satisfaction on organizational citizenship behavior (a case study of employees in the business administration department at PT Petrokimia Gresik)

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## Abstract

Organizational citizenship behavior (OCB) is an important thing that employees must have to increase the effectiveness and efficiency of company performance. Some factors that can influence OCB are organizational culture and job satisfaction. This study aims to explain the influence of organizational culture and job satisfaction on OCB of employees in the Business Administration Department at PT Petrokimia Gresik. This research is quantitative, and the analysis technique used is multiple regression analysis using SPSS 25. The sampling technique used was the census sampling technique and used a sample of 34 employees. The measurement scale of this study uses a likert scale. The results of the study indicate that organizational culture has a positive and significant influence on OCB and Job satisfaction has a positive and insignificant influence on OCB. Simultaneously, organizational culture and job satisfaction have a positive and significant influence on OCB.

## Keywords:

Job satisfaction; organizational citizenship behavior; organizational culture.

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## INTRODUCTION

In this era of globalization, companies are required to continue to develop in order to compete in local and global markets. In addition, rapid developments in the external environment also encourage companies, especially in the human resources sector, to be responsive and make internal adjustments to meet the demands of the industry and the economy that are constantly changing. In facing this challenge, organizational citizenship behavior is very necessary in increasing the effectiveness of an organization (Meliala et al., 2023). This confirms that human resources with various potentials, talents and creativity are important assets in organizational life (Winoto et al., 2020). Therefore, human resource management is one of the most valuable and rare company assets (Dewi et al., 2021). In today's work world, much work is done in the form of a team, which aims to increase work productivity and help make human resource management more efficient in order to achieve the Company's goals (Kamil & Rivai, 2021). Along with that, organizations must be able to utilize human resource advantages optimally so that company performance remains competitive.

In an increasingly competitive global business environment, understanding employees, helping them, and encouraging good cooperation among them are essential human skills (Tran, 2023). Thus, the realization of skilled and reliable human resources in their work scope is very necessary to encourage the activities of a Company (Grahandika & Wijayati, 2021). In line with that, to achieve success, an organization needs employees who not only work according to their formal duties, but are also willing to put in more effort beyond their job descriptions. This is important because formal employment contracts cannot cover all the behaviors needed for organizational success (Ayalew & Walia, 2024). Therefore, organizations that want to achieve higher and more competitive performance essentially need to have individuals who can go beyond the formal call of duty or their job descriptions and indulge in discretionary behaviors such as organizational citizenship behavior (Djaelani et al., 2020).

Organizational Citizenship Behavior(OCB) plays an important role in the success of an organization. According to Mahmudi & Surjanti (2020), OCB is employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. OCB is a form of behavior that is an individual's choice and initiative (Susita et al., 2020). In addition, OCB can also be interpreted as extra-individual behavior that is not directly recognized by the formal system, but plays a role in increasing organizational effectiveness (Nurbaety & Rojuaniah, 2021). OCB is not just an extra-role behavior that is done voluntarily, but also reflects the commitment and dedication of employees

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to the organization. Thus, organizations that have employees who have good OCB will have better work performance (Rulianti & Pardede, 2022).

OCB can be influenced by several factors, one of which is organizational culture. This organizational culture can enable individuals to understand how an organization functions and shape their behavior (Chang et al., 2021). In this context, organizational culture serves as a guideline that directs employee behavior to improve work ability, commitment and loyalty, and extra-role behavior. A strong and positive culture encourages employees to help coworkers and contribute to common goals. This shows that organizational culture has an effect on OCB, and is proven through research conducted by Arifiani et al. (2020) and Lockhart et al. (2020). However, on the other hand, in research conducted by Anggraeni et al. (2024), the results of their research stated that organizational culture has no effect on OCB.

Another factor that influences OCB is job satisfaction. According to Sholikhah & Frianto (2022), job satisfaction is a form of employee attitude towards tasks related to coworkers, work environment, and awards received as a form of appreciation for their efforts. Employees who feel satisfied tend to make greater contributions in the OCB role compared to those who are dissatisfied. This shows that job satisfaction has an effect on OCB, which is proven through research conducted by Nurjanah et al. (2020) and Supriyati et al. (2021), while in research conducted by Azmy (2021) shows that job satisfaction has no effect on OCB.

PT Petrokimia Gresik, as a subsidiary of PT Pupuk Indonesia, is one of the leading companies in Indonesia operating in the fertilizer and chemical production sector. With a large scale of operations and a strategic role in supporting national food security, this company is supported by various departments that have crucial roles in carrying out its operational activities. One of the departments that plays an important role is the Business Administration Department. This department is responsible for managing resources, information, and various administrative processes that support the smooth running of the company's activities. In this study, the Business Administration Department is the main focus for analyzing OCB. Employees in the business administration department often interact with various other divisions, so their behavior can affect the overall team dynamics. OCB in this department is crucial because it can contribute to process efficiency and cross-team collaboration. Therefore, observing OCB in the Business Administration Department at PT Petrokimia Gresik will provide important insights into how employee behavior can support broader organizational goals.

In facing increasingly tight business competition, companies need to pay attention to the organizational culture that is developing within them. Initial observation results show that the organizational culture has been running well. This culture can be seen from employee behavior, which reflects positive

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values and commitment to common goals. One example is the habit of employees to arrive on time. This practice not only reflects discipline, but also shows respect for time and responsibility in the work environment. With a strong work culture, employees are expected to be more motivated to contribute actively and support each other, which can ultimately strengthen OCB in the work environment.

In addition, social interaction among employees is also an important part of a positive work culture. Employees often greet and interact with each other, both when they arrive at the office and during working hours. This simple act, such as greeting a coworker, can create a warm and friendly atmosphere, which can improve collaboration and communication. Although this positive organizational culture has been established, there is always room for improvement, especially in terms of keeping employees motivated in carrying out their daily tasks. There are times when employee morale can be a little low, especially when employees are experiencing personal problems. This is normal in a dynamic work environment, and can be overcome with a supportive approach, either through more open communication between teams, or by providing a space for employees to share the challenges they are facing. In this way, morale can be restored, and the motivation to contribute optimally will increase.

As a company, PT Petrokimia Gresik will benefit greatly if its employees have a high level of OCB. OCB plays an important role in driving organizational productivity and efficiency. Therefore, the Company also needs to pay attention to factors that influence employee job satisfaction, including their relationships with coworkers. Based on the results of observations and interviews with one of the employees, interactions between coworkers are one of the important factors that influence employee satisfaction. Coworkers who support each other and share information openly can create a conducive work atmosphere, where employees feel more confident and motivated to contribute more to the team. Employees who feel this support tend to be more proactive, willing to help other colleagues, and show initiative in additional tasks, which are real forms of OCB.

However, there are still challenges in maintaining the consistency of these interactions. Sometimes, busyness or differences in priorities between employees can affect the intensity of communication and collaboration, which ultimately impacts employee motivation to behave proactively. In addition, clarity in job descriptions also plays an important role in job satisfaction. There are times when employees feel that information about their tasks could be conveyed more clearly. By providing more detailed guidance on the tasks to be done, companies can improve employee understanding of their roles and, in turn, support increased job satisfaction and encourage them to contribute more actively to OCB.

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The results of observations and interviews with one of the staff showed that the level of OCB among employees still has the potential to be improved, which is reflected in several identified challenges. Initiatives to help colleagues who are absent or hampered in completing work can still be improved, where sometimes employees wait for instructions from superiors before providing assistance (Altruism), On several occasions, employees face challenges in completing tasks on time, which can be influenced by personal problems they are facing. By providing better support, companies can help employees overcome these obstacles and increase their productivity. (Conscientiousness), there is an opportunity to improve positive communication between colleagues, such as reminding each other to complete tasks on time and sharing obstacles faced in work. Encouraging a spirit of collaboration within the company's functions will be very useful in creating a more supportive work environment (Courtesy).

Observations also show that despite the ability to adapt, not all employees show a consistent tolerance for discomfort that may occur in the workplace. Some employees sometimes complain about situations that do not meet their expectations (Sportmanship), Employee involvement in activities outside of work hours can be improved, employees often participate depending on how interesting or beneficial the activity is to them personally (Civic Virtue). This study aims to test and analyze the influence of Organizational Culture and Job Satisfaction on OCB (case study at the Business Administration Department of PT Petrokimia Gresik).

## **LITERATURE REVIEW**

### **Organizational culture**

Organizational culture is a shared culture within an organization, which is formed for the same professional or social interests to increase employee productivity and organizational effectiveness (Nurbaety & Rojuaniah, 2021). Meanwhile, according to Chang et al. (2021), culture is a set of different attributes that express an organization and differentiate the company from other companies. According to Susita et al. (2020), there are three functions of organizational culture as follows. (1) Providing a sense of identity to members of the organization so that they understand the vision, mission and become an integral part of the organization. (2) Growing and increasing the organization's commitment to the organization's mission. (3) Providing direction and strengthening behavioral standards to control organizational actors to carry out their duties and responsibilities effectively and efficiently in order to achieve the agreed goals and objectives of the organization. According to Anggraeni et al. (2024), there are 5 indicators that can be used to measure organizational culture, namely: (1) innovation takes risks into account, (2) paying attention to

every problem in detail, (3) oriented towards the results to be achieved, (4) oriented towards all member interests, (5) enthusiasm in working.

### **Job satisfaction**

Job satisfaction is an attitude of pleasure and love for one's work and is demonstrated through employee ethics, discipline and work performance (Supriyati et al., 2021). Meanwhile, according to Azmy (2021), job satisfaction describes the feeling of happiness felt by employees because their expectations are met by the Company. There are five indicators of job satisfaction according to Mahmudi & Surjanti (2020), namely as follows. (1) Wages, is a form of appreciation for the efforts and sacrifices that employees have made for the company, regardless of whether it is considered fair or not. (2) Promotion, which refers to the opportunity for an employee to develop through promotion. (3) Co-workers, are individuals who are constantly involved with employees in the work environment. A person may experience joy or unhappiness based on the co-workers around them. (4) Superiors, are someone who provides direction and support in their field of work. (5) The job itself, the job description determines whether or not an individual finds satisfaction in their work.

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is extra-role work behavior or behavior outside of mandatory workload that is voluntary and sincere without any orders from the company (Nurjanah et al., 2020). Meanwhile, according to Arifiani et al. (2020), OCB is a behavior that functions to support the implementation of tasks to provide benefits to the organization. According to Azmy (2021), OCB can be measured using five indicators, namely as follows. (1) Altruism, simply defined as a desire to help. Positive altruistic behavior can be seen in several ways, for example in the form of employee willingness to help coworkers without compensation, replace coworkers who are absent or on break, even willingness to help work overtime without expecting overtime pay. (2) Conscientiousness, is the behavior of doing the minimum work required well, such as doing work on time, implementing the results of joint meeting decisions, and taking full responsibility for tasks. (3) Courtesy, is positive behavior to prevent problems caused by others, such as reminding coworkers to complete their tasks, sharing work obstacles, and being enthusiastic about being involved in company functions. (4) Sportsmanship, is positive behavior that is able to tolerate unavoidable discomfort and not complain. It can be in the form of the ability to adapt to change, not complain, and continue to implement company policies that are not in accordance with personal desires. (5) Civic Virtue, is the enthusiasm to be involved in company activities, such as being interested in

finding important information that is useful for the company and always considering the best for the company's progress.

### **Relationship between variables**

Organizational culture is a shared culture within an organization, which is formed for the same professional or social interests to increase employee productivity and organizational effectiveness (Nurbaety & Rojuaniah, 2021). In research conducted by Winoto et al. (2020), the results obtained show that organizational culture has a positive and significant influence on OCB. Strengthened by research conducted by Rulianti & Pardede (2022), where organizational culture has a positive and significant influence on OCB. in research conducted by Anggraeni et al. (2024) , the results of their research stated that organizational culture has no effect on OCB.

H1: Organizational culture has a significant positive influence on OCB in employees of the Business Administration Department of PT Petrokimia Gresik.

Job satisfaction is an attitude of pleasure and love for one's work and is demonstrated through employee ethics, discipline and work performance (Supriyati et al., 2021). In research conducted by Mahmudi & Surjanti (2020), the results obtained show that job satisfaction has a positive and significant effect on OCB. In line with research conducted by Nurjanah et al. (2020), where job satisfaction has a positive and significant effect on OCB. Meanwhile, in the research conducted by Azmy (2021) Azmi (2021) shows that job satisfaction has no effect on OCB.

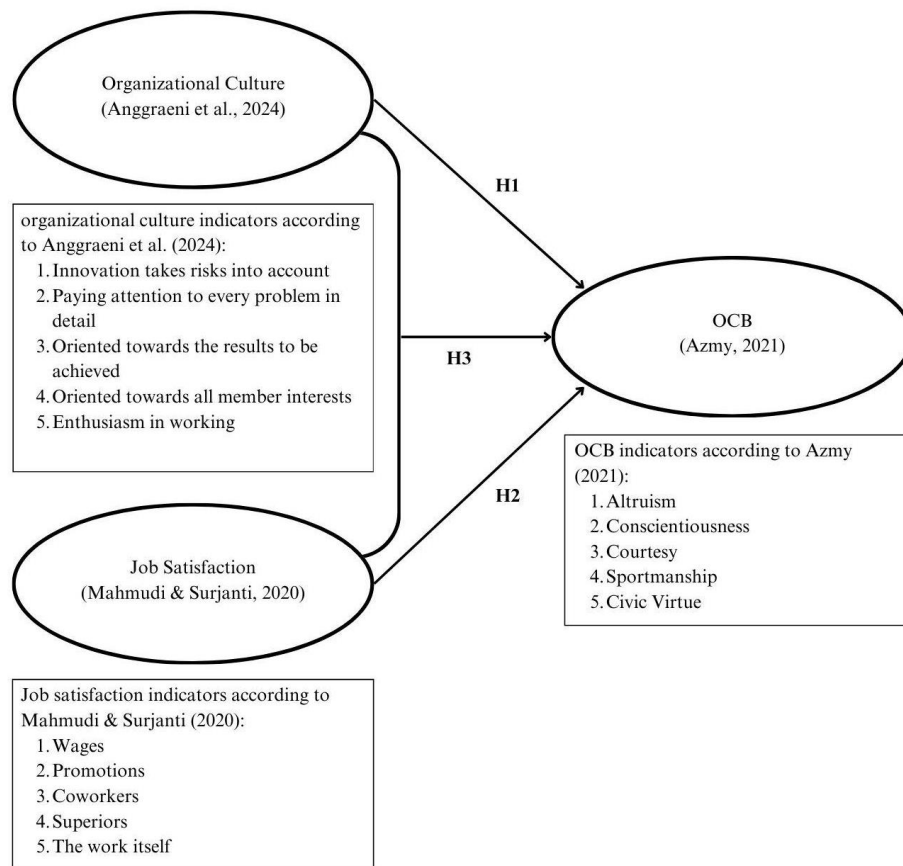
H2: Job satisfaction has a significant positive effect on OCB in employees of the Business Administration Department of PT Petrokimia Gresik.

The right organizational culture that is aligned with the conditions and needs of the organization will further strengthen the formation of OCB. In addition, creating optimal job satisfaction has a positive impact on OCB. because by fulfilling their needs at work, employees tend to show extra behavior that supports the company's goals.

H3: Organizational culture and job satisfaction have a significant positive effect on OCB in employees of the Business Administration Department of PT Petrokimia Gresik.

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**Figure 1.**  
*Research Framework*



Source: Author work (2024)

## RESEARCH METHOD

This research is included in the type of quantitative research. Data were obtained through distributing questionnaires to all employees in the Business Administration Department of PT Petrokimia Gresik, with a population of 34 people. This study uses a census technique, where the entire population is used as a research sample. The Likert scale 1-5 is used as a measurement scale in this study. For data processing and analysis, multiple linear regression tests are used which are processed through the SPSS application.

## FINDINGS AND DISCUSSION

### Respondent Description

There were 34 respondents consisting of 20 male respondents or 58.8% and 14 female respondents or 41.2% of the total respondents. In terms of age range, 18 respondents or 53.9% were under 30 years old and 16 respondents or 47.1% were 30 years old or older. Meanwhile, according to education level, 1 respondent or 3% had a last education level of Elementary School/ Junior High School/ Senior High School/ Equivalent and 33 respondents or 97% had a last



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education level of Diploma/ Bachelor's degree. Based on the length of service at PT Petrokimia Gresik, 10 respondents or 29.4% had worked for less than 3 years and 24 respondents or 70.6% had worked for 3 years or more.

### **Validity Test Results**

Validity testing aims to test the feasibility of a questionnaire as a measurement instrument in research by comparing the calculated  $r$  value to the table  $r$ . The statement will be considered valid if the calculated  $r >$  table  $r$  (Ghozali, 2018). Validity test in this study involved 34 respondents ( $n$ ). Determination of  $r$  table used is based on  $df = n-2$  or  $df = 34- 2 = 32$  and at an error rate of 5% so that  $r$  table is obtained as much as 0.3388. In addition to comparing between  $r$  count and  $r$  table, the questionnaire will be said to be valid if the sig. value  $<0.05$ . The results obtained from the validity test on the variables of organizational culture (X1), job satisfaction (X2), and OCB (Y) are declared valid because all statement items produce  $r$  count values  $>0.3388$  and have sig. values  $<0.05$ .

### **Reliability Test Results**

Reliability testing aims to test whether the measurement instrument to be used has met the criteria of reliability or trustworthiness and to ensure that the instrument is able to produce consistent results every time a similar measurement is carried out. A questionnaire is said to be reliable if it has a Cronbach's Alpha value  $>0.70$  (Ghozali, 2018). In this test, the Cronbach's Alpha results for variable X1 were 0.854, variable X2 was 0.850 and variable Y was 0.833. So all questionnaires in this research variable can be declared reliable.

### **Classical Assumption Test Results**

#### **Normality Test Results**

The normality test aims to determine whether a distribution of independent variables and dependent variables is normal or not. The regression model is declared feasible if the test is carried out statistically if it is normally distributed. The normality test is carried out using Kolmogorov-Smirnov with the provision that the independent and dependent variables can be declared to have a normal distribution if the significance value is  $>0.05$  and if the significance value is  $<0.05$ , the variable has an abnormal distribution (Ghozali, 2018). The test results obtained significance values of  $0.107 > 0.05$  so that the variables in this study can be stated to be normally distributed.

#### **Multicollinearity Test Results**

Multicollinearity test is conducted to determine whether there is a correlation between independent variables in the regression model. A good

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regression model if there are no symptoms of multicollinearity. This can be seen through the Variance Inflation Factor (VIF) value of less than 10 with a tolerance value of more than 0.10, it is concluded that there are no symptoms of multicollinearity (Ghozali, 2018). Based on the results of the multicollinearity test in this study, it is known that the organizational culture variable (X1) produces a VIF value of  $3.354 < 10$  and a tolerance value of  $0.298 > 0.10$  as well as the job satisfaction variable which has a VIF value of  $3.354 < 10$  and a tolerance value of  $0.298 > 0.10$ . This means that multicollinearity symptoms do not occur.

#### Heteroscedasticity Test Results

To test whether there is a heteroscedasticity problem, the Glejser test can be carried out with the stipulation that if the significance value is less than 0.05 then the regression model is stated to have symptoms of heteroscedasticity (Ghozali, 2018). The Glejser test produces a value of 0.799 for the organizational culture variable and 0.682 for the job satisfaction variable, so it is stated that the regression model in this study does not have symptoms of heteroscedasticity. In addition to using the Glejser test, the problem of heteroscedasticity can be identified through the scatterplot graph. Heteroscedasticity does not occur if the scatterplot graph shows points spread around the number 0 and the distribution pattern is random. In the scatterplot graph, it is known that heteroscedasticity does not occur because the points are still spread around the number 0 and the distribution does not form a clear pattern.

#### Multiple Linear Regression Test Results

**Table 1.**

*Multiple linear regression test results*

information	Adj. R Square	B	t	Sig.	F	Sig.
	0.796				65,459	0,000
(Constant)		-1,156	-0.281	0.781		
Organizational culture		0.753	4,776	0,000		
Job satisfaction		0.261	1,676	0.104		
<i>Dependent variables: OCB</i>						

Source: SPSS 25 Output

Table 1 explains the results of multiple linear regression tests with organizational citizenship behavior (Y) as the dependent variable with two independent variables, namely organizational culture (X1) and job satisfaction

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(X2). The equation produced from the results of the multiple linear regression test can be seen from equation (1).

$$y = -1,156 + 0,753X1 + 0,261X2 + e \quad (1)$$

In table 1 and equation 1, it is known that the constant indicates that if all variables have a value of 0 or none, then the employee performance value is -1.156. The value  $b_1$  is the regression coefficient of the organizational culture variable of 0.753 which explains that changes in OCB follow changes in organizational culture with a unit of 0.753. This shows that organizational culture has a positive and quite strong influence on OCB. The higher the organizational culture, the higher the tendency of employees to show behavior that supports the organization voluntarily. The value of  $b_2$  0.261 is the regression coefficient value of the job satisfaction variable which will make OCB change by 0.261. This shows that job satisfaction also has a positive effect on organizational citizenship behavior, although its influence is smaller than organizational culture. Both independent variables, namely organizational culture and job satisfaction, have a positive effect on OCB. The influence of organizational culture is stronger than job satisfaction, which is indicated by a larger coefficient value (0.753 compared to 0.261). This indicates that to increase employee OCB, strengthening organizational culture may be more effective than simply increasing job satisfaction. However, the negative constant value indicates that there are underlying factors beyond the organizational culture and job satisfaction variables that may influence overall OCB.

#### t-Test

The t-test is used to test the partial effect between variables X1 and X2 on variable Y. In Table 1, it is known that the organizational culture variable (X1) has a t-value of  $4.776 > t \text{ table } 2.039$  and has a sig. value of  $0.000 < 0.05$ . Thus, the organizational culture variable (X1) has a positive and significant effect on the OCB variable (Y). Meanwhile, the job satisfaction variable (X2) has a t-value of  $1.676 < t \text{ table } 2.039$  and has a sig. value of  $0.104 > 0.05$ . These results indicate that the job satisfaction variable (X2) has a positive and insignificant effect on the OCB variable (Y).

#### F Test

The F test is used to test the influence simultaneously between variables X1 and X2 on variable Y. In table 1, the calculated F value is 65.469 and the F table value with  $k = 3$  and  $nk = 34 - 3 = 31$  is 3.30. In addition, the sig. value is 0.000. The calculated F  $65.469 > f \text{ table } 3.30$  and the sig. value  $0.000 < 0.05$  indicate that simultaneously the organizational culture variable (X1) and the

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job satisfaction variable (X2) have a positive and significant influence on the OCB variable (Y).

#### Results of the Determination Coefficient Test ( $R^2$ )

In table 1 the results of the analysis show the value of the determination coefficient indicated by the adjusted R Square which is 0.796. Based on this value, it is known that simultaneously the variables of organizational culture (X1) and job satisfaction (X2) can explain their influence on the OCB variable (Y) by 79.6% with the remaining 20.4% explained by other factors that are not variables in this research model.

#### **The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)**

Partially, the organizational culture variable (X1) has a positive and significant effect on the OCB variable (Y) so that H1 is accepted. This is in line with research conducted by Winoto et al. (2020) Winoto et al. (2020) which states that organizational culture has a positive and significant influence on OCB. In addition, research conducted by Rulianti & Pardede (2022) also stated that organizational culture has a positive and significant effect on OCB. The higher the organizational culture, the higher the tendency of employees to demonstrate behavior that supports the organization voluntarily. Cultural fit within an organization can strengthen a sense of togetherness, which in turn encourages increased intentions to help each other and care for coworkers (Winoto et al., 2020).

The questionnaire results show that the highest value of the organizational culture variable indicator comes from the aspect of being oriented towards the results to be achieved. This means that employees tend to have a high awareness of the importance of the final results they want to achieve, which encourages them to work effectively and efficiently in order to achieve the company's targets. Employees who have a strong results orientation generally also show a higher concern for organizational productivity. This is in line with the characteristics of OCB, where employees voluntarily demonstrate positive behavior outside their main job descriptions for the benefit of the organization. To strengthen an organizational culture that supports OCB behavior, companies can implement a performance-based reward system for employees who achieve high results targets, in order to encourage greater voluntary contributions to the organization. In addition, companies can organize training that emphasizes the core values and strategic goals of the organization so that employees have a deeper understanding of their role in achieving common goals. Providing consistent and constructive feedback is also important so that employees feel appreciated and encouraged to continue

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to demonstrate positive behavior that is beneficial to the success of the organization.

### **The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

Partially, the job satisfaction variable (X2) does not have a significant effect on the OCB variable (Y) on employees of the Business Administration Department of PT Petrokimia Gresik so that H2 is rejected. This result is in accordance with the research Azmy (2021) which shows that job satisfaction does not have a significant influence on OCB. The results of this study contradict the research conducted by Nurjanah et al. (2020) and Supriyati et al. (2021) which shows that organizational commitment has a positive and significant effect on OCB.

The results of the study showed that the highest value of the job satisfaction indicator was in the Supervisor indicator. This means that employees feel the support, direction, and assistance given by their superiors as something that greatly influences their satisfaction. When employees feel satisfied with the support and direction given by their superiors, they tend to show extra behavior outside of formal duties (OCB). This can be caused because the job satisfaction they get from their superiors builds trust, motivation, and higher enthusiasm to contribute positively to their work environment. To maximize employee satisfaction, the company needs to build trust and increase employee satisfaction, both personal and work factors.

### **The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior (OCB)**

The results of multiple linear regression analysis show that there is a significant positive influence of organizational culture variables and job satisfaction on OCB simultaneously. sig. value  $0.000 < 0.05$  in the f test indicates that together the organizational culture variable (X1) and job satisfaction variable (X2) have a positive and significant influence on the OCB variable (Y) so that H3 is accepted. The determination coefficient test where the Adjusted R Square value shows a very high percentage, which is 79.6%, which means that the organizational culture variable and job satisfaction simultaneously have a large influence on organizational citizenship behavior (OCB).

### **CONCLUSIONS**

Based on the results of data processing and analysis that have been carried out, it can be concluded that organizational culture has a positive and significant influence on OCB, which results indicate that H1 is accepted. While job satisfaction has a positive and insignificant effect on OCB, so H2 is

rejected. Simultaneously or together, organizational culture and job satisfaction have a positive and significant effect on OCB, which means that H3 is accepted. From the results of the study, the recommendation for companies is to focus more on developing and strengthening organizational culture that can encourage employees to demonstrate OCB behavior. Companies need to ensure that organizational values that support collaboration, initiative, and a sense of responsibility are part of everyday life in the workplace. This can be done by improving communication between teams and strengthening support from superiors for employee personal and professional development. In addition, although job satisfaction does not show a significant effect on OCB, companies still need to pay attention to employee welfare, such as providing adequate facilities, opportunities for development, and recognition of employee achievements. In this way, companies can create an environment that is more supportive of positive employee behavior that has an impact on overall organizational performance.

This study has limitations, namely the study was only conducted at the Business Administration Department of PT Petrokimia Gresik, so that further research can increase the number of samples from the study to obtain broader research results. In addition, further researchers can add other variables that can affect employee OCB, such as organizational commitment, competence and transformational leadership, and can also research in other fields such as services and health.

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