



# The Influence of Organizational Citizenship Behavior, Organizational Commitment, and Organizational Culture on Production Employee Performance with Job Satisfaction as an Intervening Variable (Case Study at PT. Casuarina Harnessindo Pematang)

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**Abstract.** This research is entitled "The Influence of Organizational Citizenship Behavior, Organizational Commitment and Organizational Culture on the Performance of Production Employees with Job Satisfaction as an Intervening Variable (Case Study at PT. Casuarina Harnessindo Pematang)". The purpose of this study was to determine the effect of Organizational Citizenship Behavior, organizational commitment and Organizational Culture on the Performance of Production Employees with Job Satisfaction as an Intervening Variable. In this research using purposive sampling technique with a total sample of 90 respondents. The testing in this research was carried out by testing validity, reliability testing, classical assumption test, multiple linear regression analysis, hypothesis testing in the form of t test, F test, R<sup>2</sup> test, path analysis and Sobel test. In this research, there is a partially significant positive effect between the OCB variable on the performance of production employees with a value of  $t_{count} > t_{table}$  (2.184 > 1.662), organizational commitment to the performance of production employees with a value of  $t_{count} > t_{table}$  (3.689 > 1.662), organizational culture on the performance of production employees with a value of  $t_{count} > t_{table}$  (3.160 > 1.662), job satisfaction affects the performance of production employees with a value of  $t_{count} > t_{table}$  (2.606 > 1.662). From the Sobel test results show that job satisfaction mediates the effect of OCB on the performance of production employees with a value of  $t_{count} > t_{table}$  (3.0496 > 1.6619), job satisfaction mediates the effect of organizational commitment on employee performance with a value of  $t_{count} > t_{table}$  (1.7531 > 1.6619), job satisfaction mediates the effect of organizational culture on the performance of production employees with a value of  $t_{count} > t_{table}$  (1.9392 > 1.6619).

**Keywords:** Organizational Citizenship Behavior, Organizational Commitment, Organizational Culture, Employee Performance and Job Satisfaction

## 1. INTRODUCTION

A company's success is highly dependent on good Human Resources (HR) management, where organizational citizenship behavior (OCB), organizational commitment, and effective organizational culture play an important role in improving performance and productivity. OCB is employee behavior that goes beyond their formal responsibilities, such as helping coworkers and actively participating in organizational activities. PT. Casuarina Harnessindo Pematang, which is engaged in the production of wiring harnesses for motorcycles, is facing problems in terms of OCB and organizational commitment. Some employees do not show a collaborative and responsible attitude, which causes a decrease in performance and productivity. An initial survey of 30 employees revealed that many were reluctant to assist colleagues or participate in company activities, and some expressed

dissatisfaction with their work environment or reluctance to dedicate their time to the company's interests. Additionally, inconsistency in following organizational culture results in an increase in the number of defective products. This research aims to analyze the influence of OCB, organizational commitment, and organizational culture on employee performance at PT. Casuarina Harnessindo Pematang, considering job satisfaction as an intermediary variable. It is hoped that the results of this research will provide insight into how improvements in these three aspects can improve employee performance and job satisfaction.

## **2. LITERATURE REVIEW**

According to Gibson et al. (2003:355), performance (Y) is the result of work related to organizational goals, efficiency, and other performance factors. According to Rivai (2015:620), job satisfaction (Z) is a form of evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. According to Robinsons (2007:31), organizational citizenship behavior (OCB) (X1) is optional behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization. Organizational commitment (X2) is the driving force for someone to contribute as much as possible to the success of the organization in achieving its goals (Siagian, 2002: 102). Robbins (2005:129) defines organizational culture (X3) as a system of shared meaning held by members that differentiates the organization from other organizations. This research aims to determine the influence of organizational citizenship behavior (OCB) variables (X1), organizational commitment (X2), and organizational culture (X3) as variables that influence (independent variables) on employee performance (Y) as variables that are influenced (dependent variables). through job satisfaction as a mediating (intervening) variable.

## **3. METHODS**

The method of analysis and hypothesis testing in this research includes several steps:

- a. Validity and Reliability Test: measuring the accuracy (validity) and consistency (reliability) of the questionnaire using the correlation coefficient and Cronbach's alpha. A questionnaire is considered valid and reliable if it meets certain statistical criteria.
- b. Classic Assumption Test: Carry out normality, multicollinearity, heteroscedasticity, autocorrelation, and linearity tests to ensure the regression model used meets statistical requirements.
- c. Multiple linear regression analysis: used to determine the influence of the independent variable on the dependent variable and the direction of the relationship.

- d. Hypothesis Testing: Involves a partial significance test (t test) to determine the significant influence of the independent variable on the dependent variable, as well as calculating the coefficient of determination (Adjusted R<sup>2</sup>) to measure how well the model explains the dependent variable.
- e. Path Analysis: extends multiple linear regression to assess causal relationships between variables, including direct and indirect effects, and allows for more complex modeling. This method is used to test hypotheses and ensure the accuracy of the research model.

#### 4. RESULTS

- a. Organizational Citizenship Behavior (OCB):
  - 1) Has a significant effect on employee performance with a tcount of 2.184 > ttable 1.662 and sig. 0.032 < 0.05.
  - 2) Supports previous research with varying t-count values (2.537 to 3.043).
- b. Organizational Commitment:
  - 1) Has a significant effect on employee performance with a tcount of 3.689 > ttable 1.662 and sig. 0.000 < 0.05.
  - 2) Consistent with other studies which show t-values between 2.1727 and 3.464.
- c. Organizational Culture:
  - 1) Has a significant effect on employee performance with a tcount of 3.160 > ttable 1.662 and sig. 0.002 < 0.05.
  - 2) In line with previous research, which shows t-count values between 2.034 and 8.535.
- d. OCB through Job Satisfaction:
  - 1) Has a significant effect on employee performance through job satisfaction with a value of tcount 3.0496 > ttable 1.66196.
  - 2) Supports previous research with varying t-count values (0.120 to 0.081).
- e. Organizational Commitment through Job Satisfaction:
  - 1) Has a significant effect on employee performance through job satisfaction with a value of tcount 1.7531 > ttable 1.66196.
  - 2) In line with research that shows t-count values between 0.045 and 2.1727.
- f. Organizational Culture through Job Satisfaction:
  - 1) Significant influence on employee performance through job satisfaction with a t value of 1.99677 > t table 1.66196.
  - 2) Consistent with other studies which show t-values between 0.115 and 1.254.

g. Job Satisfaction:

- 1) Has a significant effect on employee performance with a tcount of 2.606 > ttable 1.662 and sig. 0.011 < 0.05.
- 2) Supports previous research with varying t-count values (0.256 to 9.592).

This research shows that organizational commitment, organizational culture, and job satisfaction all have a significant influence on employee performance, both directly and through job satisfaction as an intervening variable.

## **5. DISCUSSION**

- a. Organizational citizenship behavior (OCB): OCB significantly increases the performance of production employees. Employees who demonstrate OCB tend to be more productive and support a positive work environment.
- b. Organizational Commitment: High commitment has a significant effect on employee performance, increasing their motivation and dedication to work.
- c. Organizational Culture: Positive organizational culture has a significant effect on employee performance by creating a supportive and motivating environment.
- d. Job satisfaction as an intervening variable: job satisfaction strengthens the influence of OCB, organizational commitment, and organizational culture on employee performance. Satisfied employees tend to have better performance.
- e. Direct Job Satisfaction: Job satisfaction directly affects employee performance, indicating that high satisfaction is associated with better performance. Practical Implications: Organizations should focus on increasing OCB, organizational commitment, organizational culture, and job satisfaction to optimize employee performance.

## **6. CONCLUSION**

a. Direct Influence:

- 1) Organizational Citizenship Behavior (OCB): OCB significantly influences the performance of production employees at PT. Casuarina Harnessindo Pernalang. This finding is in line with previous research, which shows that OCB has a positive impact on employee performance.
- 2) Organizational Commitment: Organizational commitment also has a significant influence on the performance of production employees. This research supports

previous evidence indicating that organizational commitment is important for improving employee performance.

- 3) Organizational Culture: Organizational culture has a significant effect on the performance of production employees. This supports previous research, which shows that organizational culture influences employee effectiveness.

b. Indirect Influence (Through Job Satisfaction):

- 1) OCB through Job Satisfaction: OCB influences production employee performance through job satisfaction. This shows that job satisfaction functions as an intervening variable that strengthens the influence of OCB on performance.
- 2) Organizational Commitment through Job Satisfaction: Organizational commitment also has a significant effect on production employee performance through job satisfaction, indicating that job satisfaction plays an important role in linking organizational commitment with performance.
- 3) Organizational Culture through Job Satisfaction: Organizational culture influences production employee performance through job satisfaction, which indicates that job satisfaction can strengthen the impact of organizational culture on employee performance.

c. Job Satisfaction:

Direct Job Satisfaction: Job satisfaction has a significant influence on production employee performance. This shows that a high level of job satisfaction can directly improve employee performance.

Overall, this research confirms the importance of OCB, organizational commitment, and organizational culture in improving employee performance, both through direct and indirect influence through job satisfaction. Organizations should focus on these factors to improve employee performance and achieve optimal results.

### **Limitation**

This study has several limitations that need to be noted. First, data collection for variables such as organizational citizenship behavior (OCB), organizational commitment, organizational culture, employee performance, and job satisfaction only uses one instrument, namely a questionnaire. Disadvantages of using questionnaires include possible bias in respondents' perceptions as well as variability in questionnaire return times. Second, this research is limited to three main variables that influence job performance and satisfaction, namely OCB, organizational commitment, and organizational culture. Therefore, other

variables that may also influence employee performance cannot be analyzed in detail. Third, the results of this research are not considered optimal because they do not include many other variables outside of this research that might also influence the performance of production employees.

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