

The Role of Organizational Citizenship Behavior in Mediating the Relationship Between Organizational Culture and Job Satisfaction with Employee Performance

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Abstract

The role of private universities in the intellectual life of the nation is very meaningful. This is evidenced by the increasing number of private universities participating in improving higher education in Indonesia. Until 2019, the number of private universities in Indonesia that took part in the intellectual life of the nation was around 3,129 units. This study aims to analyze the effect of organizational culture and job satisfaction on organizational citizenship behavior and employee performance at the University of Muhammadiyah Jember. The population in this study were permanent employees of the University of Muhammadiyah Jember, amounting to 113. The determination of the sample was based on the Slovin formula and the respondents were 53 employees. Test the reliability and validity of the data used to measure the measuring instrument used in the form of a questionnaire. Data analysis in this study used path analysis. The results showed that: (1) there was a positive and significant influence of organizational culture on OCB behavior (with a significance level of 0.004); (2) there is a positive and significant effect of job satisfaction on OCB (with a significance level of 0.013); (3) there is a positive and significant effect of organizational culture on performance (with a significance level of 0.034); (4) there is a positive and significant effect of job satisfaction on employee performance (with a significance level of 0.02); and (5) there is a positive and significant effect of the OCB variable on employee performance (with a significance level of 0.00).

Keywords: organizational culture, job satisfaction, OCB, employee performance

1. Introduction

The role of higher education in developing social life cannot be separated from the role of private universities. Private universities exist to fill and provide opportunities for high school / vocational graduates who cannot be accommodated by state universities. The number of existing state universities cannot accommodate high school/vocational high school graduates, therefore the existence of private universities/PTS is very necessary. The number of private universities to date recorded in the Higher Education Web is approximately 3,129 units unit (<https://databoks.katadata.co.id/datapublish/2021/03/23/jumlah-perguruan-tinggi-swasta-cenderung-menurun-sejak-2014,2021>). Muhammadiyah social organizations (Ormas) also have a big role in increasing the contribution of higher education to the intellectual life of the nation. Muhammadiyah

and Aisyiyah Higher Education (PTMA) continues to grow and develop to produce intelligent and noble people. Growth and development certainly cannot be separated from the challenges and obstacles faced. Political dynamics and various policies such as the moratorium on the establishment of universities, institutes, high schools and the ongoing Merdeka Campus policy certainly affect the development and growth strategy of Muhammadiyah and Aisyiyah's universities today. Based on information from the Council of Higher Education and Research and Development of PP Muhammadiyah, the number of PTMAs spread throughout Indonesia is 165 universities (<http://bogorkota.muhammadiyah.or.id/id/artikel-jumlah-perguruan-tinggi-muhammadiyah-dan-aisyiyah-hingga-januari-2021-hampir-di-seluruh-provinsi-detail-1456.html>, 2021). The development of the number of PTMAs until the end of January 2021 is presented in Table 1.

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No.	PTMA Type	Muhammadiyah	'Aisiyiah
1.	Academy	5	-
2.	Polytechnic	3	3
3.	Institute	13	-
4.	High School	73	2
5.	University	63	3
Total		157	8

Table 1: Number of Muhammadiyah Aisiyiah Universities (PTMA)

The number of PTMAs that have provided higher education services and have played a role in educating the community is 165 universities. When compared to the number of existing private universities/PTS, which are 3,129, the percentage of higher education contributions from PTMA is around 6%. The number of PTMAs does not rule out the possibility to continue to grow provided that the academic community involved in it must work hard to continue to advance the existing PTMAs. All academics (lecturers, education staff, students) involved in the education service industry have an important role to play in the advancement and decline of the higher education service industry.

Muhammadiyah University of Jember was founded on May 10, 1982 with the Decree of PT No. 0172/O/1982. It is one of the PTMAs in East Java which also contributes to the

intellectual life of the nation. There are many challenges and obstacles to be able to maintain the achievements that have been achieved by this institution in managing higher education services. The number of private universities in East Java ranges up to 350 units. For the Jember Regency area, there are 21 universities that are active in providing higher education to the community, consisting of PTN and PTS. These universities, both private and public, will continue to race in achieving achievements in order to obtain excellent and excellent accreditation. The ranking of the best universities in East Java presented in Table 2 (<https://pwmu.co/30262/05/17/6-unmuh-masuk-22-kampus-unggul-di-jatim-umm-juara-pertama-sejak-10-tahun-lalu/,2020>)

No.	Affiliation	Point
1	Universitas Muhammadiyah Malang	766
2	Universitas Surabaya	662
3	Universitas Katolik Widya Mandala Surabaya	613
4	Universitas Kristen Petra Surabaya	599
5	Universitas PGRI Madiun	561
6	Universitas 17 Agustus 1945 Surabaya	548
7	Universitas Islam Malang	529
8	Universitas Merdeka Malang	520
9	Universitas PGRI Adibuana Surabaya	520
10	Universitas Kanjuruhan Malang	514
11	Universitas Muhammadiyah Jember	509

Table 2: Excellent Ranking of PTS in East Java

In Table 2, it shows that the University of Muhammadiyah Jember is in the lowest rank. Being included in the ranking of superior universities is a matter of pride for private universities such as the University of Muhammadiyah Jember, but on the other hand, the University of Muhammadiyah Jember is ranked the lowest among the existing universities. This needs to get attention from the leadership of the University of Muhammadiyah Jember, so that in the future the University of Muhammadiyah Jember can improve the achievements of the achievements that have been achieved so far. The role of the academic community starting from lecturers, education staff

and students is needed to improve performance even more so that the Muhammadiyah University of Jember can improve achievements even better than the achievements that have been achieved. Higher education performance is an accumulation of the performance of the academic community involved in it. One of the academics who also plays an important role in improving the performance of universities is the performance of their employees. The average employee performance assessment at the University of Muhammadiyah Jember in 2020 was presented at Table 3.

Point is Considered	Results of Fixed Employee Assessment	The results of honorary employee assessment
Quantity of work	92 %	90 %
Work quality	92 %	90 %
Discipline	90 %	82 %
Punctuality	88 %	80 %

Table 3: The Average Employee Performance Assessment Of 2020

Based on Table 3 it can be seen that the average performance of employees at the University of Muhammadiyah Jember is good, but it has not reached 100% therefore it is necessary to improve employee performance based on the implementation of organizational culture, increased job satisfaction and OCB. Performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2018). Meanwhile, according to (Azhad et al., 2015) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Handoko, 2010) states that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating law and in accordance with morals and ethics. To improve the performance of many factors that need attention including: organizational citizenship behavior, work culture and job satisfaction.

This study has a problem formulation in the form of research questions, namely: (1) whether organizational culture

2. Literature Review and Hypotheses

The Relationship Between Organizational Culture And Organizational Citizenship Behavior

(Davis & Newstorm, 2008) states that organizational culture is a habit, tradition, and general way of doing things and mostly comes from the founders of the organization. Traditionally, the founders of the organization have had a great influence on the initial culture of the organization. This is because the founders instill the habits that can bring the organization to success. These founders had a vision of what the future organization would look like. These founders also had no obstacles in implementing previous customs or ideologies. The relatively small size of the organization is characteristic when the organization is first established, and makes it easier for founders to impose their vision on all members of the organization. Habits that are instilled in employees every day will become a culture that must be adhered to by all parties involved in advancing the organization (S. P. Robbins & Coulter, 2010). (Luthans, 2014) states that OCB is a constructive behavior but is not included in the employee's formal job description. OCB is the behavior of individuals who are independent, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Thus, OCB is an awareness that arises in employees to do their job as well as possible. A good organizational culture can provide high awareness to every employee to improve performance even better.

Research on the relationship between organizational culture and OCB has been done by many previous researchers. (Maulani et al., 2015) stated that organizational culture and organizational commitment either partially or simultaneously significant on organizational citizenship behavior (OCB). Meanwhile research (Lestiyani & Yanuar, 2019) states that organizational culture has a positive and significant effect on organizational commitment but not on OCB. (Sanhaji et al., 2016) in his research stated that organizational culture does not have a positive effect on organizational citizenship behavior. Some of those studies

can improve organizational citizenship behavior at the University of Muhammadiyah Jember? (2) can job satisfaction improve organizational citizenship behavior at Muhammadiyah University of Jember? (3) can organizational culture improve employee performance at the University of Muhammadiyah Jember? (4) can job satisfaction improve employee performance at the Muhammadiyah University of Jember? (5) whether behavioral organizational citizenship can improve employee performance at the University of Muhammadiyah Jember?.

The objectives of this study are: First, to determine and analyze the influence of organizational culture on organizational citizenship behavior at the University of Muhammadiyah Jember. Second, to find out and analyze the effect of job satisfaction on organizational citizenship behavior at the University of Muhammadiyah Jember. Third, to determine and analyze the influence of organizational culture on employee performance at the University of Muhammadiyah Jember. Fourth, to find out and analyze the effect of job satisfaction on employee performance at the University of Muhammadiyah Jember. Fifth, to determine the effect of organizational citizenship behavior on employee performance at the University of Muhammadiyah Jember.

include: (D. N. Haryati, 2019; E. Haryati et al., 2014; Hayati, 2020; Husodo, 2018; Maulani et al., 2015; Nadeak, 2016; Pemayun & Wibawa, 2017; Rini et al., 2013; Rosyada & Rahadjo, 2016; Sanhaji et al., 2016; Satya Nugraha & Ayu Dewi Adnyani, 2017; Udayani & Sunariani, 2019; Wahyuni & Giantari, 2019; Warsito, 2014; Winoto et al., 2020; Wira Saputra & Supartha, 2019). The hypothesis that can be developed is H1: Organizational culture has an effect on OCB.

The Relationship Between Job Satisfaction With Organizational Citizenship Behavior

(Siagian, 2015) states that job satisfaction is a person's perspective, both positive and negative, about his work. Thus, job satisfaction from employees is a positive view of employees towards the company so that employees consider the work assigned to them as something that is fun and does not cause boredom for them. Meanwhile, job dissatisfaction is job dissatisfaction which is the opposite of job satisfaction. Job dissatisfaction means a negative way for employees towards the company so that employees perceive the work assigned to them as a burden and can cause boredom for them (Mu'ah, 2002). Employees who are satisfied with their work will do their work with a comfortable feeling and sometimes they don't even realize that the time for completing the work has ended.

Research on the relationship between job satisfaction and organizational citizenship behavior has been done by previous researchers. Research (Fitrio et al., 2019) states that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB). (Sabahi & Sanai Dashti, 2016) in their research stated that there were some positive and meaningful relationship between job satisfaction with OCB. Other studies that also examine the relationship between job satisfaction and organizational citizenship behavior include: (Barlian Noer, 2010; Bayu Putra Mahardika & Wibawa, 2018; Bharata et al., 2016; Darmawati & Indartono, 2015; Iswara Putra & Kartika Dewi, 2016; Mahmudi & Surjanti, 2020; Margahana et al., 2018; Nurnanigsih & Wahyono, 2017; Putrana et al., 2016; Rini et al., 2013; Saraswati, 2017; Waspodo & Minadaniati, 2012; Yuliani & Katim, 2017). Based on the theoretical explanation and previous research, the hypothesis that can be developed is H2: job satisfaction has an effect on OCB.

The Relationship Between Organizational Culture And Employee Performance

Organizational culture consists of two layers of concepts, namely visible and invisible characteristics (Schein, 1990). The visible layers are usually the outbuildings, clothing, modes of behavior, rules, stories, myths, language, and rituals. While the invisible layer can be said to be the values, norms, beliefs, and general assumptions of members of a business organization. Organizational culture, besides being the ability to integrate the daily activities of employees to achieve the planned goals, can also help organizations adapt well to the external environment in order to respond quickly and appropriately (Daft, 2001). This is because organizational culture is a concept full of abstract meaning. Performance can be interpreted as the results obtained by an individual and produced during a certain period of time (Moehariono, 2014). The term performance comes from the word job performance or actual performance (job performance or actual achievement that has been achieved by someone). Several factors are thought to affect employee performance, namely factors within the employee and factors in his work. The factors that exist in employees are intellectual intelligence (IQ), special skills, age, gender, years of service, personality, emotions, ways of thinking, perceptions and work attitudes. Performance can also be interpreted as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2010). Employees who are accustomed to applying and being disciplined at work and complying with the existing rules in the organization where they work, these employees can complete their tasks and work on time. By completing the task on time, it can be said that they have performed well.

There have been many studies on the relationship between organizational culture and employee performance. (Atikah & Qomariah, 2020) conducted a study which resulted in organizational culture having no significant effect on lecturer performance with a positive path coefficient value of 0.023 and a significance value of 0.439. (Manggis et al., 2018) states that organizational culture has an impact on employee performance. Other studies that also discuss the relationship between organizational culture and employee performance include: (Achmad, 2016; Adha et al., 2019; Antoro, 2014; Giri et al., 2011; Hermawan et al., 2020; Ikhsan, 2016; Manggis et al., 2018; Messner, 2013; Ojo, 2009; Rantesalu et al., 2017; Rina & Perdana, 2017; Saban et al., 2020; Sangadji, 2009; Wambugu, 2014), (Paais & Pattiruhu, 2020), (Susmiati & Sudarma, 2015), (Kharisma et al., 2019), (Harianto et al., 2016), (Setiono, 2016), (Raffie et al., 2018), (Wasiman, 2020), (Mukhtar, 2018), (Amdani et al., 2019), (Nyoto et al., 2020), (Indiyaningsih et al., 2020), (Mukhtar, 2018), (Amdani et al., 2019), (Supriadi et al., 2018), (Qomariah, 2012), (Dolphina, 2012), (Hermawan et al., 2020), (Sappe et al., 2016), (Feel et al., 2018), (Adha et al., 2019), (Fachreza et al., 2014), (Hermawan et al., 2020). Based on the theoretical explanation and previous research, the hypothesis that can be developed is H3: organizational culture affects employee performance.

The Relationship Between Job Satisfaction With Employee Performance

Job satisfaction is closely related to employee attitudes towards work, situations and cooperation with superiors and fellow co-workers (Rivai, 2009). Job satisfaction is the general attitude of employees to the overall job or to every aspect related to the treatment received by employees in the place

where they work (Simamora, 2006). Performance is the result of work achieved by a person based on job requirements (Wilson, 2012). Performance (work achievement) can be said as a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Performance appraisal is a systematic evaluation of the work that has been done by employees and is intended for development (Azhad et al., 2015). Employees who are satisfied at work, they must do the work given to them with pleasure and can be completed on time according to the existing SOP. Work that can be completed on time can be said that the employee has a good performance. Thus it can be said that job satisfaction felt by employees can improve employee performance.

There have been many studies on the relationship between job satisfaction and employee performance with different results. (Paais & Pattiruhu, 2020) conducted a study which found that satisfaction can improve the performance of Wahana Resources Ltd's employees in North Seram District, Central Maluku Regency, Indonesia. (Saban et al., 2020) stated that job satisfaction can improve employee performance at 20 four star hotels in South Sulawesi with a population of 2,491 hotel employees. Several other studies that also discuss the relationship between job satisfaction and employee performance include: (Ikhsan, 2016), (Sangadji, 2009), (Saleh et al., 2016), (Wibowo & Putra, 2016), (Habba et al., 2017), (Sugiono & Vitaloka, 2019), (Kosasih, 2018), (Atmojo, 2012), (Riyanto et al., 2018), (Riansari et al., 2012), (Sofyan et al., 2016), (Brury, 2016), (Anggitaningsih & Handriyono, 2019), (Supiyanto, 2015), (Brahmasari & Suprayetno, 2008), (Adam & Kamase, 2019), (Abidin et al., 2020; Alghnimi et al., 2020; Ali & Farooqi, 2014; Arda, 2017; Belonio, 2012; Changgriawan, 2017; Darma & Supriyanto, 2018; Farooqui & Nagendra, 2014; Hochwarter et al., 1999; Indrawati, 2013; Inuwa, 2016; Khan et al., 2012; Kharisma et al., 2019; Kurniawan et al., 2019a; Mossholder et al., 1981; Sadariah, 2019; Saleh et al., 2016; Saputra et al., 2016; Shmailan, 2016; Tilaar et al., 2017), (Kridharta & Rusdianti, 2017), (Manik & Wiarah, 2014), (Muhammad Arifin, 2015), (Iskandar & Juhana, 2014), (Hasibuan & Afrizal, 2019), (Abusama et al., 2017), (Renyut et al., 2017), (Basriani, 2016), (Lotunani et al., 2014), (Marhayani et al., 2019), (Raffie et al., 2018), (Adam & Kamase, 2019), (Mukhtar, 2018), (Pioh & Tawas, 2016), (Riansari et al., 2012), (Ahmad et al., 2014), (Wijianto et al., 2020), (T. Hidayah & Tobing, 2018), (Soebyakto et al., 2019), (Arianto, 2017), (Lestari & Ghaby, 2018), (Lukito, 2020), (Vidianingtyas & Putri, 2014), (Dolphina, 2012), (Ayuningtyas & Utami, 2019), (Brahmasari & Suprayetno, 2008), (Saleh et al., 2016), (Iman & Lestari, 2019), (Pancasila et al., 2020), (Susanti, 2017), (Wardani et al., 2017), (Basri & Rauf, 2021). Based on the theoretical explanation and previous research, the hypothesis that can be developed is H4: job satisfaction affects employee performance.

The Relationship Between Organizational Citizenship Behavioral With Employee Performance

According to (Organ et al., 2006) Organization Citizenship Behavior (OCB) is employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered. These behaviors are those that are freely chosen by individuals where they are not directly or explicitly recognized by the formal reward system and aggregately enhance the functioning of the organization. There are 5 factors that influence the emergence of good OCB in a company, which of course can be indicators in measuring the emergence of OCB itself, namely (1) altruism, (2) conscientiousness, (3)

sportsmanship, (4) courtesy, and (5) civic virtue. Employees who have a high OCB spirit then they work beyond the SOP that has been determined by the company. They feel proud of working beyond the task that has been given. If OCB is associated with performance, then for employees with high OCB, their performance is usually also good.

Study (S. Hidayah & Harnoto, 2018) stated it can be interpreted that perception of justice, job satisfaction, and organizational citizenship behavior (OCB) are valuable components of an organization. These components can become important factors to improve employee and organizational performance. Theoretical and practical implications of the result are discussed. (Novelia et al., 2016) stated that the variable organizational commitment have an impact on the performance of nursing staff of 0,307, while

variable organizational citizenship behavior has an impact on the performance of nursing staff of 0,730. Several other studies that also discuss the relationship between OCB and employee performance include: (Atikah & Qomariah, 2020; Bommer et al., 2007; Chandra et al., 2020; Chelagat et al., 2015; Ekowati et al., 2013; Fitriastuti, 2013; S. Hidayah & Harnoto, 2018; Jufrizen et al., 2020; Kurniawan et al., 2019b; Luthfi et al., 2021; Novelia et al., 2016; Nur Agustiningih et al., 2016; Putri & Utami, 2017; Sari & Sus, 2015; Singh et al., 2019; Susanti Gunawan et al., 2013; Suzanna, 2017; Ticoalu, 2013; Vipraprastha et al., 2018), (Numanigsih & Wahyono, 2017), (Chandra et al., 2020). Based on the explanation of the theory and previous research, the hypothesis that can be developed is H5: organizational citizenship behavior has an effect on employee performance.

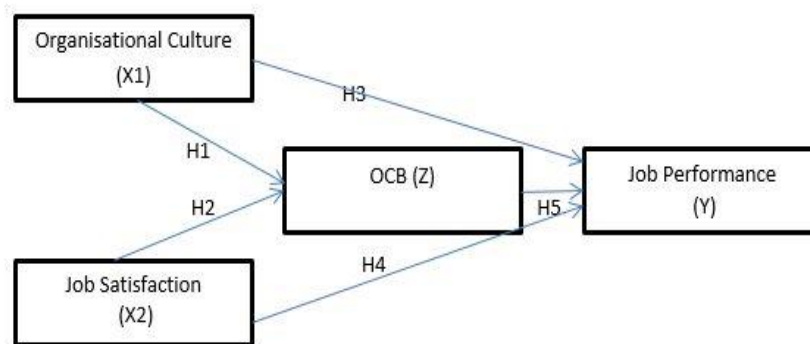


Figure 1: Research Conceptual Framework

3. Methodology

Population and Sample

This research is focused on non-lecturer permanent employees who also participate in providing educational services at the University of Muhammadiyah Jember. The number of permanent employees who are still active is 113. people. The determination of the research sample is based on the Slovin formula with an error rate of 10% (Sugiyono, 2017). Based on Slovin's formula, the number of samples obtained is

53 employees who will be respondents in this study. Sampling of 53 respondents was carried out using a simple random sampling method (Ghozali, 2016).

Description of Research Variables

The research uses 3 (three) kinds of variables, namely (1) independent variable (organizational culture and job satisfaction), (2) intervening variable (OCB), (3) dependent variable (employee performance). The operational definition of variables for each variable is presented in Table 4.

No.	Variable	Indicator	Source
1.	Organizational Culture (X1)	1. Result orientation	(S. Robbins, 2011)
		2. Attention to detail	
		3. Result orientation	
		4. Individual orientation	
		5. Team orientation	
		6. Aggressiveness	
		7. Stability	
2.	Job Satisfaction (X2)	1. Ability Utilization	(S. Robbins & Judge, 2008)
		2. Achievement	
		3. Recognition	
		4. Variety	
		5. Responsibility	
		6. Advancement	

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		7. Compensation	
		8. Supervision Human Relation	
		9. Technical Supervision	
		10. Conditions	
		11. Company Policies and Practice	
		12. Job Security	
		13. Social Status	
		14. Authority	
		15. Creativity	
		16. Coworkers	
		17. Independence	
		18. Moral Value	
		19. Activity	
		20. Social Service	
3.	Organizational Citizenship Behavioral (Z)	1. Altruism	(Organ et al., 2006)
		2. Civic virtue	
		3. Conscientiousness	
		4. Courtesy	
		5. Sportsmanship	
4.	Employee Performance (Y)	1. Quality	(Bernardin, H. J dan Russell, 2013)
		2. Quantity	
		3. Punctuality	
		4. Effectiveness	
		5. Independence	

Table 4: Definition of Operational Variables

Data Analysis

This study uses three data analyzes, namely: descriptive analysis, test the validity & reliability of the data and path analysis. Descriptive analysis aims to describe the research variables. Test the validity and reliability of the data used to

measure the research measuring instrument in the form of a questionnaire. Finally, path analysis is a part of regression analysis which is used to analyze the causal relationship between variables where the independent variable affects the dependent variable, either directly or indirectly, through one or more intermediary variables.

4. Results and Discussion

Characteristics of Respondents

Information		Number of Respondents	Present age
Gender	Man	32	60,4
	Woman	21	39,6
Age	21 - 35	28	52,8
	36 - 45	20	37,7
	46 <	5	9,4
Working Time	1 – 10 Year	35	66,0
	11 – 20	15	28,3
	>21	3	5,66
Education	SMA	7	13,2
	S1	44	83,1
	S2	2	3,77

Table 5: Respondents Statistical Data

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Validity and Reliability Test Results of Research Variables

Indicator X1	r count	r table	Information
X1.1	0,603	0,2656	Valid
X1.2	0,363	0,2656	Valid
X1.3	0,478	0,2656	Valid
X1.4	0,426	0,2656	Valid
X1.5	0,535	0,2656	Valid
X1.6	0,620	0,2656	Valid
X1.7	0,505	0,2656	Valid

Table 6: Test the Validity of Organizational Culture Variables (X1)

Indicator X2	r count	r table	Information
X2.1	0,411	0,2656	Valid
X2.2	0,463	0,2656	Valid
X2.3	0,509	0,2656	Valid
X2.4	0,559	0,2656	Valid
X2.5	0,583	0,2656	Valid
X2.6	0,625	0,2656	Valid
X2.7	0,562	0,2656	Valid
X2.8	0,658	0,2656	Valid
X2.9	0,590	0,2656	Valid
X2.10	0,377	0,2656	Valid
X2.11	0,675	0,2656	Valid
X2.12	0,493	0,2656	Valid
X2.13	0,571	0,2656	Valid
X2.14	0,604	0,2656	Valid
X2.15	0,514	0,2656	Valid
X2.16	0,593	0,2656	Valid
X2.17	0,480	0,2656	Valid
X2.18	0,572	0,2656	Valid
X2.19	0,694	0,2656	Valid
X2.20	0,507	0,2656	Valid

Table 7: Validity Test of Job Satisfaction Variables (X2)

Indicator Z	r count	r table	Information
Z1.1	0,432	0,2656	Valid
Z1.2	0,547	0,2656	Valid
Z1.3	0,703	0,2656	Valid
Z1.4	0,493	0,2656	Valid
Z1.5	0,491	0,2656	Valid

Tabel 8: Uji Validitas Variabel OCB (Z)

Indicator X	r count	r table	Information
Y1.1	0,732	0,2656	Valid
Y1.2	0,589	0,2656	Valid
Y1.3	0,700	0,2656	Valid
Y1.4	0,600	0,2656	Valid
Y1.5	0,562	0,2656	Valid

Table 9: Validity Test of Employee Performance Variables (Y)

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Variable	Cronbach's Alpha	Alpha Standard	Information
X1	0,818	> 0,7	Reliable
X2	0,915	> 0,7	Reliable
Z	0,818	> 0,7	Reliable
Y	0,876	> 0,7	Reliable

Table 10: Reliability Test Results

Based on tables 6,7,8, 9 it can be seen that the correlation value between indicators is above the total score. In other words, r arithmetic is greater than r table and is positive, so it can be concluded that all indicators of variable statements X1 (organizational culture), X2 (job satisfaction), Z (OCB) and Y (employee performance) are declared valid. Based on table 10, it can be seen that all research variables have a Cronbach's Alpha value of more than 0.7, thus it can be said that all variables in this study have passed the reliability test.

Path Analysis Results

This section describes each path in the model section using path analysis. Each of the tested pathways shows direct and indirect effects. Knowing whether or not the paths are significant will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values are presented in table 11.

			Estimate	S.E	C.R	P	Result
Z	< ---	X1	.508	.176	2.887	0.004	Significant
Z	< ---	X2	.423	.171	2.477	0.13	Significant
Y	< ---	X1	.300	.141	2.119	0.34	Significant
Y	< ---	X2	.313	.135	2.324	0.020	Significant
Y	< ---	Z	.541	.104	5.223	0.000	Significant

Table 11: Hypothesis Test Results

As mentioned in the literature review, this study suggests five hypotheses. All hypotheses (H1, H2, H3, H4, H5) are all accepted. All accepted hypotheses have beta coefficients and convincing significance levels. Therefore, the acceptance of

the hypothesis is not in the gray area or has an impossible magnitude. To get a better understanding, the test is visualized in Figure 2.

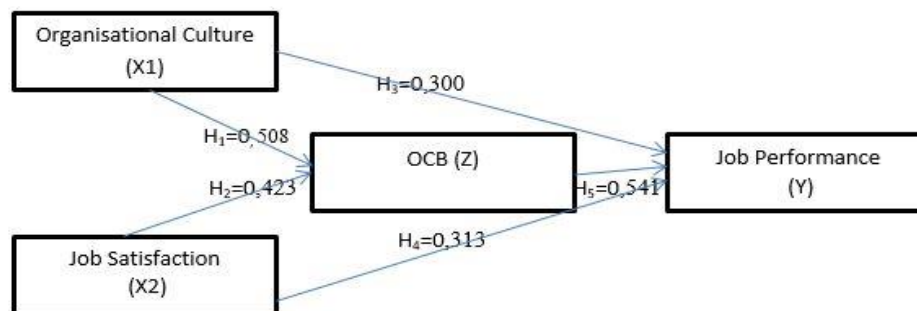


Figure 2: Models for Improving OCB and Performance

Discussion

The results of statistical analysis state that organizational culture has an effect on organizational citizenship behavior. Thus the first hypothesis which says that organizational culture has an effect on organizational citizenship behavior is accepted (H1 is accepted). The test results show that the organizational culture variable has a positive and significant

effect on organizational citizenship behavior. The positive effect shows that the better the organizational culture and is applied and obeyed, the better the organizational citizenship behavior is compared to employees. Theoretically, that a good organizational culture has been applied to an organization for a long time, usually the habit is rooted and has been embedded in the minds of employees. Good habits that have been embedded in employees will usually be followed by good behavior from employees. This finding is in accordance with

research conducted by: (Wira Saputra & Supartha, 2019), (Udayani & Sunariani, 2019), (Nadeak, 2016), (Maulani et al., 2015), (Winoto et al., 2020), (Satya Nugraha & Ayu Dewi Adnyani, 2017), (Rosyada (Wira Saputra & Supartha, 2019), (Udayani & Sunariani, 2019), (Nadeak, 2016), (Maulani et al., 2015), (Winoto et al., 2020), (Satya Nugraha & Ayu Dewi Adnyani, 2017), (Rosyada & Rahadjo, 2016), (Pemayun & Wibawa, 2017), (Warsito, 2014), (Rini et al., 2013). However, (Sanhaji et al., 2016), (Hayati, 2020) concluded that organizational culture does not affect employee OCB. The cause of the difference in findings is probably due to differences in organizational culture that is owned by each organization which is indeed different. Each organization has its own culture that will be applied in every organization it has.

The results of statistical analysis stated that job satisfaction affected the Organizational Citizenship Behavioral. Thus the second hypothesis says that job satisfaction affects the Organizational Citizenship Behavioral accepted (H2 is accepted). The test results indicate that the job satisfaction variable has a positive and significant effect on the Organizational Citizenship Behavioral. The positive influence shows that more employees in an organization are satisfied with their work, they like the work that has become a job. Employees who enjoy work and feel satisfied means they are exercised without the pressure of the leadership, but they work in accordance with existing SOPs and even they work more than the set time. This finding is in line with the research conducted by: (Sabahi & Sanai Dashti, 2016), (Saraswati, 2017), (Fitrio et al., 2019), (Margahana et al., 2018), (Iswara Putra & Kartika Dewi, 2016), (Barlian Noer, 2010), (Waspodo & Minadaniati, 2012), (Yuliani & Katim, 2017), (Bayu Putra Mahardika & Wibawa, 2018), (Darmawati & Indartono, 2015), (Nurnaningsih & Wahyono, 2017), (Mahmudi & Surjanti, 2020), (Rini et al., 2013). While these findings are not supported by research conducted by (Putrana et al., 2016), (Bharata et al., 2016).

The results of the study stated that organizational culture had an effect on employee performance. Thus the third hypothesis that said that organizational culture affected the performance of employees received (H3 received). The test results indicate that organizational cultural variables have a positive and significant effect on employee performance. The positive influence shows that the better organizational culture and applied and obey it will be able to improve performance than employees. In theory that the organizational culture is good and has long been applied to an organization, usually the habit has been rooted and has been embedded in the minds of employees. Good habits that have been embedded in employees will usually be followed by good behavior from employees. Good habits usually also have an impact on the work assigned to them and eventually impact Huga's performance. This finding is in accordance with the research conducted by (Saban et al., 2020), (Ojo, 2009), (Messner, 2013), (Achmad, 2016), (Manggis et al., 2018), (Rina & Perdana, 2017), (Sangadji, 2009), (Antoro, 2014), (Ikhsan, 2016), (Wambugu, 2014). While research that does not support is research conducted by (Hermawan et al., 2020), (Atikah & Qomariah, 2020).

The results of statistical analysis state that job satisfaction has an effect on employee performance. Thus the fourth hypothesis which says that job satisfaction affects employee performance is accepted (H4 is accepted). The test results show that the variable job satisfaction has a positive and significant effect on employee performance. This positive influence shows that the more satisfied employees in an organization with their work, the more they like the work that has become their job. Employees who like work and feel satisfied mean they work without any pressure from the

leadership, but they work according to the existing SOPs and even work beyond the set time. This is what will cause their work to be completed and their performance is good. This finding is in line with research conducted by: (Inuwa, 2016), (Khan et al., 2012), (Mossholder et al., 1981), (Saleh et al., 2016), (Sadariah, 2019), (Shmailan, 2016), (Saputra et al., 2016), (Arda, 2017), (Hochwarter et al., 1999), (Indrawati, 2013), (Farooqui & Nagendra, 2014), (Ali & Farooqi, 2014), (Changgriawan, 2017), (Kharisma et al., 2019). Study (Abidin et al., 2020) does not support this research.

The results of statistical analysis stated that the Organizational Citizenship Behavior had an effect on employee performance. Thus the fifth hypothesis that says that Organizational Citizenship Behavior has an effect on the performance of employees received (H5 accepted). The test results indicate that the variable organizational citizenship behavioral has a positive and significant effect on employee performance. The positive influence shows that the better OCB of employees in an organization, they will work with enthusiasm for this institution in accordance with existing regulations even those sometimes do more than what should be done. Employees who have such nature automatically the work given to him will finish on time and even before the specified time. Thus their performance will be good. This finding is in line with the research conducted by: (Susanti Gunawan et al., 2013), (Suzanna, 2017), (Kurniawan et al., 2019b), (Ekowati et al., 2013), (Putri & Utami, 2017), (Chelagat et al., 2015), (Bommer et al., 2007), (Ticoalu, 2013), (Sari & Sus, 2015), (Singh et al., 2019), (Fitriastuti, 2013), (Jufrizen et al., 2020), (Vipraprastha et al., 2018), (Chandra et al., 2020), (Luthfi et al., 2021), (Novelia et al., 2016), (S. Hidayah & Harnoto, 2018). Study (Nur Agustiniingsih et al., 2016) does not support this research.

5. Conclusions And Suggestions

Based on the results of calculations and also the theory and the results of the previous study, this study resulted in the following conclusions: (1) Yag organizational culture applied at the University of Muhammadiyah Jember was able to increase the OCB owned by employees. Therefore this good organizational culture needs to be maintained so that and continue to be evaluated in order to provide a good example for employees; (2) Employee job satisfaction can increase OCB. Employees at the University of Muhammadiyah Jember feel comfortable working so they feel satisfied and can finally increase the OCB they have; (3) Organizational culture affects employee performance. The culture applied at the University of Muhammadiyah Jember was able to improve employee performance. This means that leaders can provide examples that existing culture must exist must be obeyed and applied so that it can improve performance; (4) Job satisfaction affects the performance of employees. This means that employees in work are already satisfied so that they can do work on time which eventually also has an impact on employee performance; (5) OCB affects employee performance. Ha means the employees at the University of Muhammadiyah Jember have done work well and even they do more than what they should do. Therefore it can be said that OCB can improve performance.

The suggestions that can be given in this study are: (1) for further research in order to add to the Jumlag of Respondents to be used in research; (2) The variable of the research used contributed by 68% of the improvement of employee performance, this means opening opportunities for the next researcher to use other variables that can improve employee performance.

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