The Effect of Organizational Culture and Job Satisfaction on Organizational Commitments and the Implementation on Organizational Citizenship Behavior in Employees of Pt. Bali Towerindo Sentra Tbk

Anggi Patra, M. Havidz Aima

Fakulty of Ekonomi & Business, Unviersitas Mercubuana

Abstract- The purpose of this study is to understand and describe the impact of organization culture and job satisfaction on organizational commitment, and its implementation on organizational citizenship behavior (OCB) for employees of PT. Bali Towerindo Sentra Tbk. This research is an explanatory survey quantitative research. Data were analyzed by the method of Structural Equation Modeling (SEM), and processed using SmartPLS 3.2.7. The data used a questionnaire, with the number of respondents as much as 135 peoples. The results of this study indicate that: 1) organizational culture has a positive and significant effect on organizational commitment to OCB, (2) job satisfaction has a positive and significant effect on organizational commitment but does not have a direct effect on OCB, (3) organizational commitment has a positive and significant effect on OCB, (4) organizational culture and job satisfaction simultaneously effect organizational commitment and (5) organizational culture, job satisfaction and organizational commitment have a simultaneous effect on OCB.

Index Terms- Organization Culture,Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB

I. INTRODUCTION

In the current era of globalization, advances in science and technology cannot be avoided. In order to face these challenges, the quality of human resources are needed. Within the existence quality of human resources, it is expected to contribute well to the company, and not only do the work as long as the responsibility or *in-role* behavior but *extra-role* behavior as well.

The extra-roles behaviour in organizations is also known as Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior is a behavior which bryond the job description that has been determined by the company, but has a good impact to the company, so it can be said that OCB is the ability and behavior of employees in carrying out their duties at work whose contributions exceed expectations.

In accordance with its vision of "Being the largest Telecommunication and Multimedia Infrastructure Company in Indonesia", Balitower requires an employee who are not only competent, but have high organizational commitment and can implement OCB) as well. This is aiming for competing in the telecommunications industry which is currently very competitive.

Based on the writter's data and observations, one of the problems that appears to Balitower employees is Organizational Citizenship Behavior, which relates to employee compliance with regulations, procedures and regulations. Based on the employee attendance data in 2017 that the average number of late Balitower employees is 12%. In addition there are several employees who do some activities during work hours for activities which has no relation to the main work, such as smoking, drinking coffee outside the office. This shows that there are employees who still do not use work time effectively. Further, the survey was conducted on 20 employees to find out the factors that triggered the low figures of OCB. The result is 60% are unwilling to be asked to replace the work of friends who are unable to attend, related to organizational culture as much as 65% do not know the company's Vision and Mission, related to the job satisfaction, 60% of employees are not satisfied with their compensation received. Furthermore, related to organizational commitment, the 2017 turnover data obtained is an average of 13.29%.

From the description above, the researcher interested in conducting the research on "The Effect of Organizational Culture and Job Satisfaction on Organizational Commitment, and its implementation on Organizational Citizenship Behavior (OCB)".

The purpose of this study is to find out and explain: (1) the effect of organizational culture on organizational commitment, (2) the effect of job satisfaction on organizational commitment, (3) the effect of organizational culture and job satisfaction on organizational commitment. (4) the effect of organizational culture on OCB, (5) the effect of job satisfaction on OCB (6) the effect of organizational commitment on OCB, (7) the influence of organizational culture, job satisfaction and organizational commitment on OCB (OCB) .

II. LITERATUR REVIEW

The literature review explains the literature used to discuss the research topics that the writer examined, so that the existing research problems can be solved by the literature that the writer described below:

Organizational Citizenship Behavior *(OCB)*

Robbins & Judge (2008:40) define OCB as a choice behavior that is not part of an employee's formal work obligations, but supporting the functioning of the organization effectively.

Organizational Citizen Behavior (OCB):"Individual Behavior that is discreationary, not directly or explicity recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"(Organ, Podsakoff & MacKenzie, 2006).

Another opinion expressed by Kreitner and Kinicki (2014:173), organizational citizenship behavior) are employee behaviors that are outside the task. Examples are attitudes as constructive statements about departments, disclosure of personal interests in other people's work, suggestions for improvement, training of new employees, respect for enthusiasm and writing of building maintenance rules, caring for company property, and time and attendance above standards or level implemented.

From the explanation above, it can be concluded that OCB is a form of extra role behavior that is shown by employees, which is voluntary but can make a good contribution to the company

Organizational Culture

According to Robbins and Judge (2015: 512) organizational culture is a system of shared meanings adopted by members who distinguish an organization from other organizations. Edgar H. Schein (2010: 18) defines organizational culture as a pattern of shared basic assumptions that certain groups learn to address external adaptation problems and official internal integration and have worked well and are therefore taught / passed on to new members as the right way to understand, think and feel is related to these problems.

According to Hofstede (2010:3) Culture is a collective programming of thoughts that distinguishes members /one group / category of people from others. Culture in this sense, including systems of values and values is the essence of culture.

Mangkunegara (2013:113) defines organizational culture as a set of assumptions or systems of belief, values and norms developed in organizations that serve as guidelines for behavior for its members to overcome external adaptation and internal integration.

From some of the meanings above, it can be concluded that organizational culture is a value that exists within an organization, which is used as a guideline by members in achieving goals, and differentiating them from other organizations.

Job Satisfaction

According to Gibson et al (2009), job satisfaction is the attitude of workers regarding work resulting from their perceptions of their work based on factors found in the work environment such as leader style, policies and procedures, work group affiliation, working conditions, and other benefits for workers.

Keith Davis in Mangkunegara (2013) suggested that job satisfaction is a feeling of supporting feeling by employees in working.

According to Robbins (2011) job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

From the description that has been stated above, it can be concluded that job satisfaction is a positive attitude which felt by the employees in work, which reflecting the compatibility between the rewards they receive with the work that has been finished.

Organizational Commitment

Robbins and Judge (2014) define organizational commitment as a situation where an employee sided with a particular organization and its goals and desires to maintain membership in the organization.

Others, according to Mathis and Jackson (2011) organizational commitment is the level of where employees are believe and accept the organizational goals, and willing to live with the organization.

Mowday in Sopiah (2008: 155) states that organizational commitment is the identification and involvement of someone who is relatively robust towards the organization. Organizational commitment is the desire of organizational members to maintain their membership in the organization and willing to strive for the achievement of organizational goals.

Robbins in Nurfadillah et.al (2018) Organizational commitment has three separate dimensions, namely (a) affective commitment, is the emotional feeling for an organization and belief in values; (b) continuance commitment, is economic value based on staying in the organization as a comparison with leaving the organization; (c) normative commitment, is the responsibility for survival or stay in an organization for moral or ethical reasons.

From the explanation above, it can be concluded that organizational commitment is a form of individual acceptance of organizational goals and has a willingness to remain in the organization.

Theoritical Framework

Based on the background of the problem, theoritical review and previous research described above, a theoretical framework is drawn up that describes the flow of thought in this study. In general, the framework in this study explains the direct relationship between independent variables, such as organizational culture and job satisfaction and dependent variable organizational commitment and OCB.
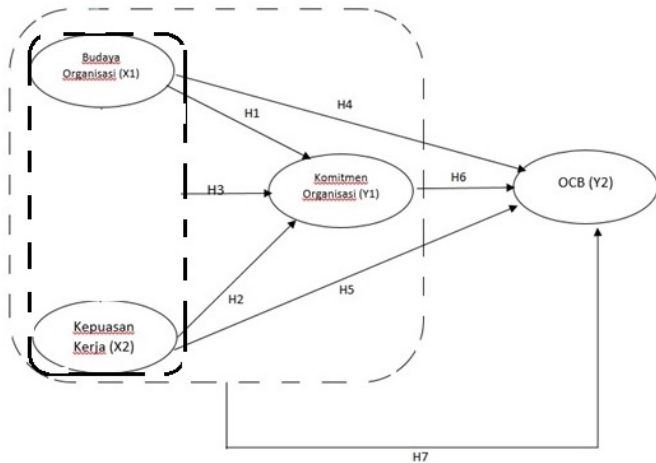
Figure 1 Research Theoritical Framework

Research Hypothesis:

H1: Organizational culture has an effect on organizational commitment.

H2: Job Satisfaction has an effect on Organizational Commitment.

H3: Organizational Culture and Job Satisfaction have an effect on Organizational Commitment.

H4: Organizational culture has an effect on Organizational Citizenship Behavior (OCB).

H5: Job Satisfaction has an effect on Organizational Citizenship Behavior (OCB).

H6: Commitments of Organizations have an effect on Organizational Citizenship Behavior (OCB).

H7: Organizational Culture, Job Satisfaction, Organizational Commitment have an effect on Organizational Citizenship Behavior (OCB).

Method

This research uses quantitative type with explanatory survey method. The perspective of the quantitative research approach that will be carried out in this study is included in the design of causality research.

The variables in this research are: independent variable (X1) organizational culture and (X2) job satisfaction, mediator variable (Y1) organizational commitment and dependent variable (Y2) OCB.

Table 1
Variable, Dimension and Research Indicator

Variable	Dimension	Indicator	Statement Item number
Organizational Culture (Robins & Judge : 2015)	*Innovation and Risk Taking*	a. Motivating employees to be innovative	1
		b. Encouraging employees to make a decision	2
	Attention to detail	a. Working analyzing ability	3
		b. Working im detail ability	4
	Result orientation	a. Focus on the result achieved	5
	People orientation	a. Considering the employee in policies	6
		b. Receiving suggestion andcritism from employee	7
	Team orientation	a. Assesing team performance	8
		b. Supporting the team	9
	Aggressiveness	a. Have passion in work	10
		b. Able to compare	11
	Stability	a. Encouraging consistent work	12
		a. Job according to expertise	13
	The job	b. workload in accordance with responsibility	14
Job Satisfaction Luthans (2008)	*Supervisor*	a. Supervisor figure on employee	15
		b. Supervisor support	16
	Co-workers	a. Co-workers support	17
		b. Co-workers attitude	28
	Promotion	a. Career opportunity	19
		b. Fair Advancement	20
	Salary	a. Salary appropriateness received by employees	21

Variable	Dimension	Indicator	No statement numbers
Organizational Commitment Robbins & Judge (2014)	*Affective commitment*	a. The employee emotional aatachment to the organization	22
		b. The sense of being part of the Organization	23
	Continuance commitment	a. Disadvantages of leaving the organization	24
	Normative commitment	a. Loyal with the organization	25
		b. Duty in organization	26
OCB Organ (2006)	*Altruism*	a. Willingness of helping co-workers	27
		b. Replacing an absent/day off co-workers	28
	Concentiousnes	a.Completing the job in time/before deadline	29
		b. Willing to work overtime if needed	30
	Sportmanship	a. Doing a job without complaining	31
		b. Following the new policy sincerely	32
	Courtesy	a. Controlling and avoiding conflict.	33
	Civic Virtue	a. Willingness to involve in company activities.	34
		b. Providing an input for company progress.	35

Samples and Population

The population in this research are the employees of PT. Bali Towerindo Sentra Tbk regional Jakarta totals 210 people. By using the Slovin formula with an error tolerance of 5%, a sample of 135 respondents was obtained.

Analysis Method

To examine the hypothesis that will be proposed in this study, the analysis technique that will be used is SEM or Structural Equation Modeling which is operated through the Smart PLS program version 3.2.7.

III. RESULTS AND DISCUSSION

In this research, the results of respondents were processed through evaluation of the measurement model (outer model) which is beneficial for knowing the validity and reliability, and also evaluation of structural models (Inner Model) to examine the hypothesis.

Evaluasi Model (Outer Model)

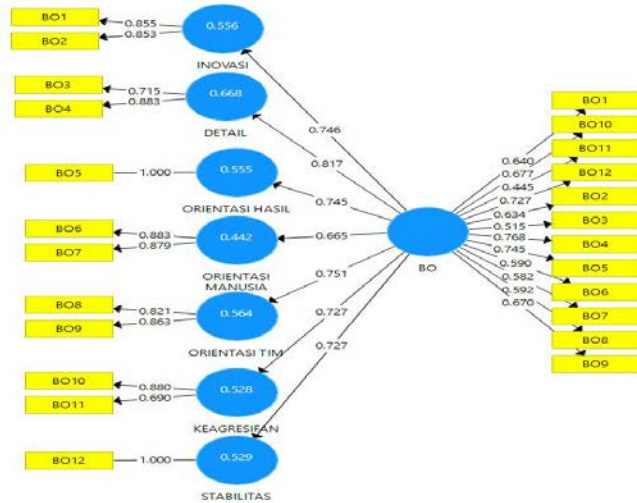Based on the results of data processing using Smart PLS 3.2.7 the results are as follows:

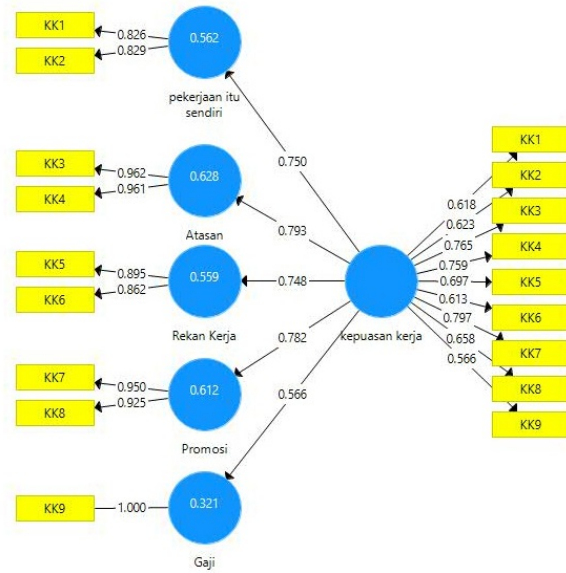**Figure 2. Outer Model Organizational Culture Variable**
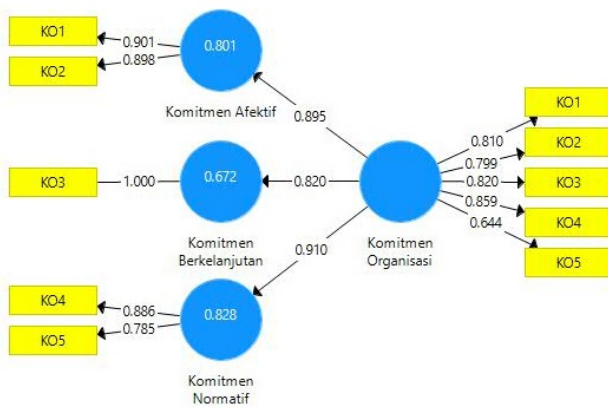

Figure 3. Outer Model Work Satisfaction Variable

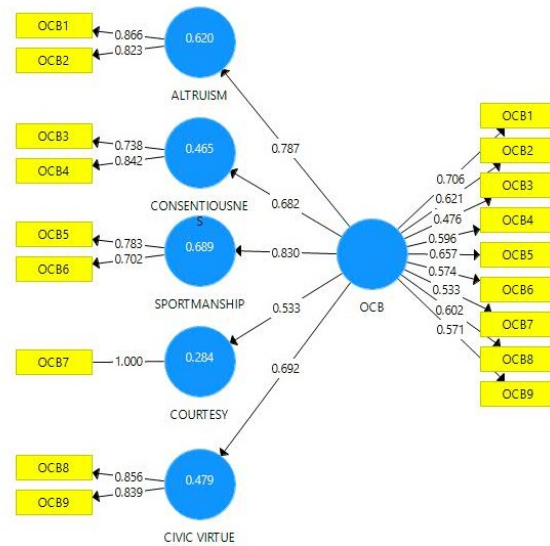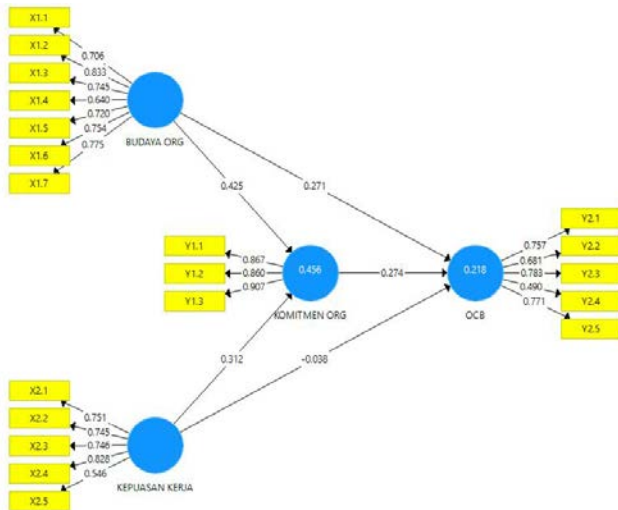**Figure 4. Outer Model Organizational Commitmen Variable**

Figure 5. Outer Model OCB Variable

Figures 2 to 5 show that the outer loading of each indicator is> 0.50, indicating that the indicators on each of these variables are valid.

Structural Model Evaluation (Inner Model)

Based on the calculation results using *calculate SmartPLS version 3.0 bootstrapping* the path coefficient is obtained which describes the strength of the relationship between constructs / variables as well as t statistics.

Gambar 6. Path Coefficient Value
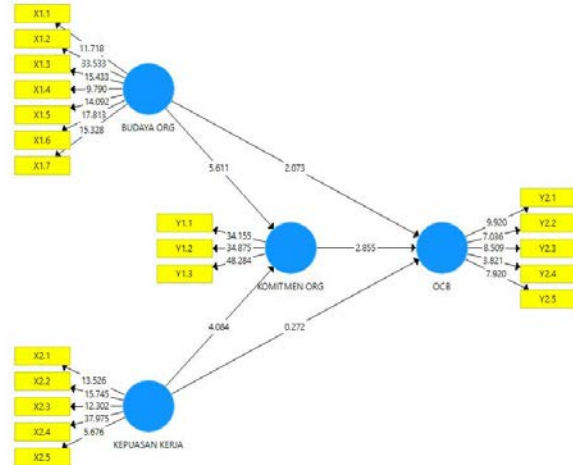
Gambar 7. t Statistik Value

The structural equations of the coefficients in the figure are formulated as follows:

- **Organizational Commitment (Y1): $0,425_{y1} + 0,312_{y2} + \varsigma$**
- **OCB (Y2): $0,271_{y3} + (-0,038)_{y3} + 0,274\delta_1 + \varsigma$**

Table 2 The Effect of Partial Independent Variables on Independent Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
ORG CULTURE -> COMMITMEN ORG	0,425	0,432	0,076	5,611	0,000
ORG CULTURE -> OCB	0,271	0,274	0,131	2,073	0,039
JOB SATISFACTION -> ORG COMMITMEN	0,312	0,310	0,076	4,084	0,000
JOB SATISFACTION -> OCB	-0,038	-0,047	0,142	0,272	0,786
ORG COMMITMENT -> OCB	0,274	0,282	0,096	2,855	0,004

Table 3 The Effect of Simultaneously Independent Variables on Dependent Variables

	R square	F Statistik	F Tabel	Alpha	Kesimpulan
(ORG CULTURE, JOB SATISFACTION) -> ORG COMMITMENT	0.456	37,07	2.44	0.05	FHitung > FTabel (H$_3$ accepted)
(ORG CULTURE, JOB SATISFACTION, ORG COMMITMENT) -> OCB	0.218	121,6	2.44	0.05	FHitung > FTabel (H7 accepted)

The results of statistical calculations obtained are presented in tables 3 and 4 for structural models with the following hypothesis.

Hypothesis 1 - Organizational Culture has an effect on Organizational Commitment.

Obtained path coefficient of 0.425 with p of 0.000, thus H1 is accepted ($p < 0.05$), Organizational Culture has a positive and significant effect on organizational commitment.

Hypothesis 2 - Job Satisfaction has an effect on Organizational Commitment.

The path coefficient obtained is 0.312 with p equal to 0.000, thus H2 is accepted (p <0.05), Job Satisfaction has a positive and significant effect on Organizational Commitment.

Hypothesis 3 - Organizational Culture and Job Satisfaction have an effect on Organizational Commitment.
The Organizational Culture and Job Satisfaction Variables have (R2) that is 0.456 with the value of f statistic 37.07 and the value of f table at alpha 0.05 is 2.44. This means that f count (37.07)> f Table (2.44), then H3 is accepted and H0 is rejected. Thus it can be concluded that hypothesis 3 is proven which states that the variable Organizational Culture and Job Satisfaction has a positive and significant influence on organizational commitment.

Hypothesis 4 - Organizational Culture has an effect on OCB
Obtained path coefficient of 0.271 with p of 0.039, thus H4 is accepted (p> 0.05). Organizational culture has a positive and significant effect on OCB.

Hypothesis 5 - Job Satisfaction has an effect on OCB
Obtained path coefficient of -0.038 with p equal to 0.786, thus H5 is rejected (p> 0.05), Job Satisfaction does not significantly influence OCB.

Hypothesis 6 - Organizational Commitment influences OCB
Obtained path coefficient of 0.274 with p equal to 0.004, thus H6 is accepted (p <0.05). Organizational Commitment has a positive and significant effect on OCB.

Hypothesis 7 - Organizational Culture, Job Satisfaction, Organizational Commitment have an effect on OCB.
Organizational Culture Variable, Job Satisfaction, and organizational commitment have (R2) that is 0.218 with the value of f statistic 121.6 and the value of f table at alpha 0.05 is 2.44. This means f count (121.6)> f Table (2.44), then H7 is accepted and H0 is rejected. Thus it can be concluded that hypothesis 7 is proven which states that the variables of Organizational Culture, Job Satisfaction, and Organizational Commitment have a significant influence on OCB

Interdimensional Correlation Analysis

In this study the Organizational Culture variable consists of 7 dimensions, the Job Satisfaction variable consists of 5 dimensions, the Organizational Commitment variable consists of 3 dimensions and the OCB variable consists of 5 dimensions.

Table Results of Independent & Dependent Variable Inter-Dimension Matri

Variabel	Dimensi	Komitmen Organisasi (Y1)			OCB (Y2)				
		Y1.1	Y1.2	Y1.3	Y2.1	Y2.2	Y2.3	Y2.4	Y2.5
Budaya Organisasi (X1)	X1.1	0,367	0,323	0,320	0,116	0,173	0,023	0,045	0,367
	X1.2	0,438	0,502	0,400	0,316	0,140	0,161	0,208	0,403
	X1.3	0,518	0,491	0,370	0,182	0,110	0,099	-0,041	0,176
	X1.4	0,342	0,330	0,307	0,090	0,298	0,247	0,139	0,376
	X1.5	0,441	0,388	0,353	0,211	-0,004	0,031	0,082	0,262
	X1.6	0,483	0,394	0,377	0,262	0,188	0,238	0,167	0,416
	X1.7	0,460	0,527	0,465	0,338	0,205	0,269	0,186	0,308
Kepuasan Kerja (X2)	X2.1	0,273	0,321	0,364	0,161	0,068	0,064	0,048	0,281
	X2.2	0,305	0,408	0,437	0,060	0,000	0,060	0,103	0,169
	X2.3	0,312	0,342	0,353	0,226	0,235	0,323	0,002	0,262
	X2.4	0,592	0,506	0,557	0,190	0,241	0,145	0,050	0,333
	X2.5	0,125	0,253	0,227	-0,011	-0,022	-0,033	-0,083	0,187
Komitmen Organisasi (Y1)	Y1.1				0,312	0,233	0,220	0,039	0,361
	Y1.2				0,233	0,282	0,202	0,026	0,281
	Y1.3				0,314	0,292	0,177	0,151	0,413

From Table 4 it can be concluded as follows:

1. In the organizational culture variable toward organizational commitment variables, the highest dimension correlation is stability to the dimension of ongoing commitment, amounting to 0.527. While the lowest dimension correlation in this variable is the orientation dimension to humans towards normative commitment, which is equal to 0.307.

2. In the organizational culture variable toward the OCB variable, the most important dimension correlation is a notice to detail on the *civic virtue* dimension, at 0.403. While the lowest dimension correlation in this variable is the team orientation dimension towards the *consentiousnes* dimension, which is equal to -0.004.

3. In job satisfaction variable toward organizational commitment variables, the most important dimension correlation is promotion of the dimensions of affective commitment, amounting to 0.592. While the lowest dimension correlation in this variable is the salary dimension to affective commitment, which is equal to 0.125.

4. In job satisfaction variable toward OCB variables, the highest dimension correlation is promotion of the civic virtue dimension, amounting to 0.333. While the lowest dimensional correlation in this variable is the superior dimension of *consentiousness*, which is equal to 0,000.

5. In the organizational commitment variable towards OCB variable, the highest dimension correlation is normative commitment to civic virtue, amounting to 0.413. While the lowest dimension correlation in this variable is the dimension of ongoing commitment to courtesy, which is equal to 0.026.

Discussion.
Organizational Culture has an Effect on Organizational Commitments (Hypothesis 1)

The finding of this research indicates that organizational culture has a positive and significant effect on organizational commitment. This research is in line with the results of research from Mondan et al (2016) and also Steven et al (2016) which states that organizational culture has a positive and significant effect on organizational commitment. The highest correlation of dimensions of organizational culture to organizational commitment is a dimension of stability to the dimension of sustainable commitment. This shows that a stable work environment has a strong influence to create sustainable commitment, so that employees feel loss when leaving the company.

Job Satisfaction has an Effect on Organizational Commitment (Hypothesis 2)

The finding of this study indicates that job satisfaction has a positive and significant effect on organizational commitment. This is in line with the findings of Wong Swee Mun et al (2016) and also Asman Ismail et al (2016) which stating that there is a significant effect between job satisfaction toward organizational commitment. The highest correlation of dimensions of job satisfaction with organizational commitment is a promotion dimension to the dimension of affective commitment. This shows that the opportunity to develop a career provided by the company is felt capable to create an emotional bond of employees towards the company, as well as employee confidence in the values adopted by the company. Those are able to create good commitment to employees.

Organizational Culture and Job Satisfaction have an Effect on Organizational Commitments (Hypothesis 3)

The finding of this study indicates that there is a positive and significant influence between organizational culture and job satisfaction on organizational commitment. This is in line with the findings of Serpian et al (2016) which states that organizational culture and job satisfaction have a positive influence on organizational commitment.

The compatibility of cultural values creates a secure atmosphere for employees to carry out their work activities. A secure organizational culture will lead on to high commitment from employees to the company. In addition, people who are relatively satisfied with their work will be more committed to the organization.

Organizational Culture has an Effect on OCB (Hypothesis 4)

In this resesrach was found that organizational culture had a positive and significant effect on OCB. This is in line with the findings of previous researchers, by Asif (2015) and also research from Seikh (2015) which state that organizational culture has a significant effect on OCB. The highest dimension correlation between organizational culture and OCB is a dimension of notice to detail towards the civic virtue dimension. This shows that the accuracy of the accuracy of the employee when working on his assignment indicates a large responsibility of employees at the company.

Job Satisfaction with OCB (Hypothesis 5)

In the finding of this study it was found that job satisfaction had no significant and negative effect on OCB. This

is different from previous study by Samanvhita (2013) and also Siti (2017) which states that job satisfaction has a positive effect on OCB. Conversely, if mediated by variable organizational commitment, job satisfaction has a positive influence on OCB. This shows that organizational commitment is an important variable in mediating job satisfaction, before employees create OCB for employees

The Effect of Organizational Commitment to OCB (Hypothesis 6)

In this study it was found that Organizational Commitment Variables had a positive and significant influence on OCB. This is in line with previous research from Maria (2015) which states that there is a positive relationship between organizational commitment to OCB. Furthermore Sofiah (2015) in her research also states that organizational commitment was related to OCB. The highest dimension correlation of organizational commitment to OCB is the dimension of normative commitment to civic virtue. This shows that commitment is formed with moral / ethical reasons for employees, forming behaviors that indicate employee responsibility in the life of the company's organization.

Organizational Culture, Job Satisfaction and Organizational Commitment have an Effect on OCB (Hypothesis 7)

In this research was found that organizational culture, job satisfaction, and organizational commitment had a positive and significant effect on OCB. This means that the higher the variable organizational culture, job satisfaction and organizational commitment, the higher OCB shown by Balitower employees. The results of this study are in line with previous research from Chamdan (2013) which states that organizational culture, job satisfaction and organizational commitment influence OCB

IV. CONCLUSION

Organizational culture variable has a positive and significant effect on organizational commitment, job satisfaction has a positive and significant effect on organizational commitment, organizational culture and job satisfaction have a significant and simultaneous effect on organizational commitment, organizational culture has a positive and significant effect on OCB, job satisfaction has no effect on OCB , organizational commitment has a positive and significant effect on OCB, organizational culture, job satisfaction, and organizational commitment simultaneously have a positive and significant effect on OCB.

V. SUGGESTION

The company is expected to be able to maintain a conducive and stable work environment, so that employees can increase their stronger commitment, and can use work valuation as a reference to provide career opportunities to an outstanding employee, so that employees feeling more attached to company. In addition, it is expected that the company can put more concern to the SOP on the work provided, so that employees can feel more responsible in working their duties, and also enhance the

appreciation of employees so employees always show the responsible behavior as part of the OCB dimension.

REFERENCES

[1] Gibson et.al. (2009). Organisations Behaviour, Structure and Process. New York.

[2] Ismail, Asman. Mohd Ridwan Abd Razak. (2016). *"Effect of Job Satisfaction on Organizational Commitment"*. Management&Marketing. volume XIV. issue 1.

[3] Hofstede, Geerts. Minkov Michael. (2010). Cultures and Organizational: Software of the mind: Intercultural cooperation and its importancefor survival. Third Edition. McGraw-Hill. New York.

[4] Kadar Khan, Sofiah. Mohd Zabid Hj Abdul Rashid. (2015). "The Mediating Effect of Organization Commitment in the Organization Culture, Leadership and Organization Justice   Relationship with Organization Citizenship Behaviour: A study of Academics in Private Higher Learning Institutions in Malaysia". International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB) An Online International Research Journal (ISSN: 2311-3197). Vol: 1 Issue 2.

[5] Kreitner, K. dan A. Kinicki. (2014). *Perilaku Organisasi*. Edisi 9. Salemba Empat. Jakarta.

[6] Luthans,Fred, (2008). "Can Positive Employees Help Positive Organizational Change? Impact of. Psychological Capital and Emotions on Relevant Attitudes and Behaviors"

[7] Mangkunegara, Anwar Prabu. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.

[8] Mathis,R.L dan Jackson,J.H.(2011). Human Resource Management" Manajemen Sumber Daya Manusia". Salemba Empat. Jakarta.

[9] Mun, Wong Swee. Haslinda Abdullah. (2016). "The Relationship between Self Construal, Job Satisfaction and Organizational Commitment ", Journal of Research in Social Sciences-JRSS January Vol: 4 Number 1.ISSN: (E) 2306-112X (P) 2305-6533.

[10] Nurfadillah, Nadia., Aima, M Havidz., Havidz, SAH (2018). The Impact Of Compensation And Leadership On The Organizational Commitment And The Implication On Employee's Turnover IntentionOf Pt Provices Indonesia Central Office

[11] Nurnaningsih, Siti. Wahyono. (2017). "Pengaruh Kepuasan kerja, Motivasi Kerja, dan Komitmen Organisasi terhadap Kinerja melalui Organizational Citizenship Behavior sebagai Variabel Intervening". Economic Education Analysis Journal 6 (2).

[12] Organ,D.W., Podsakoff,P.M., &MacKenzie, S.B. (2006), Organizational citizenship behaviour: Its nature, antecendents, and consequences,Thousands Oaks, CA: Sage.

[13] Purnama, Chamdan. (2013). "Influence Analysis of Organizational Culture, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior toward improved Organization Performance". International Journal of Business, Humanities and Technology. Vol 3. No 5.

[14] Robbins, Stephen P dan Judge. Timothy A. (2015). *Perilaku Organisasi*. Edisi Enam Belas. Salemba Empat. Jakarta.

[15] Robbins, S.P dan T.A Judge. (2014). Perilaku Organisasi "Organizational Behavior". Salemba Empat. Jakarta.

[16] Robbins, S.P. (2011). *Organizational behavior*. New Jersey: Prentice Hall.

[17] Robbins, S.P. & Judge T.A. (2008). Perilaku organisasi, Buku 1, Edisi 12. Jakarta: Penerbit Salemba Empat.

[18] Shurbag, Adel Mohamed Ali. (2014). 'The Relationship between Organizational Culture and Organizational Commitment in National Oil Corporation of Libya ". 2nd International Conference on Research in Science, Engineering and Technology (ICRSET'2014). March 21-22. Dubai (UAE).

[19] Serpian. Swasto Bambang. Utami Hamidah Nayati. (2016)."The Effect of Organizational Culture and Job Satisfaction on Organizational Commitment, Organizational Citizenship Behavior, and Intention to Leave". RJOAS. 12(60).

[20] Sopiah. (2008). Perilaku Organisasi. CV.Andi .Yogyakarta.

[21] Swaminathan, Samanvitha. P. David Jawahar. (2013). *"Job Satisfaction as Predictor of Organizational Citizenship Behavior : An Emperical Study"*. Gloubal Journal of business Research. Volume 7.Number 1.

[22] Srafraz, Sheikh Abbas. Amin Rahimi Kia. (2015). "Examining the Relationship between Organizational Culture and Organizational Citizenship Behavior in the Social Security Branches of Khorramabad". MAGNT Research Report (ISSN.1444-8939) Vol.3 (1). PP: 368-376.

[23] Tumbelaka, Steven Set Xaverius. Taher Alhabsji and Umar Nimran. (2016)."Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja, Komitmen Organisasional dan *Intention to Leave"*. Jurnal Bisnis dan Manajemen Vol.3 No.1.

[24] Yaseen, Asif. Malka Liaquat. Ibn-e-Hassan and Masood ul Hassan. (2015). "Impact of Organizational Culture and Social Influence on Organizational Citizenship Behavior with Mediating Effect of Interactional Justice". Sci.Int.(Lahore),27(3),2443-2450, ISSN 1013-5316; CODEN: SINTE 8.

[25] Zayas Ortiz, Maria. Ernesto Rosario. Eulalia Marquez and Pablo Colon Gruneiro. (2015). "Relationship Between Organizational Commitment and Organizational Citizenship Behavior in a sample of Private Banking Employees". International Journal of Sociology and Social Policy Vol. 35 No. 1/2.

AUTHORS

First Author – Anggi Patra, Fakulty of Ekonomi & Business, Unviversitas Mercubuana

Second Author – M. Havidz Aima, Fakulty of Ekonomi & Business, Unviversitas Mercubuana