

## IMPACT OF ORGANIZATIONAL CULTURE, LEADERSHIP AND WORK SATISFACATION TO OCB IN PT. INDOMARCO PRISMATAMA JEMBER

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### ABSTRACT

This study aims to analyze the impact of organizational culture, leadership, and job satisfaction on organizational citizenship behavior (OCB) at PT. Indomarco Prismatama Jember. Increasing competition in the business industry requires companies to have effective and efficient human resources to support the achievement of organizational goals. OCB is one of the important factors expected to provide added value to the company. This research uses a quantitative approach with multiple linear regression methods to examine the influence of independent variables (organizational culture, leadership, and job satisfaction) on the dependent variable (OCB). The population in this study consists of employees in the Development Department of PT. Indomarco Prismatama Jember, with a total sample of 37 people. The results show that organizational culture, leadership, and job satisfaction have a significant partial effect on OCB. The study suggests that the company extend the observation period, increase the sample size, and consider other variables such as organizational commitment, motivation, compensation, and employee performance in measuring OCB.

**Keywords :** OCB,Organizational Culture,Leadership,Job Satisfaction, Human Resources

### 1. INTRODUCTION

In the increasingly competitive business industry, companies are required to continuously improve their resources, particularly human resources, to achieve their organizational goals effectively and efficiently. Human resources are not just a part of the organization but are central to driving the company towards success. One aspect of human resources that has gained significant attention is Organizational Citizenship Behavior (OCB), which refers to voluntary behaviors that are not part of an employee's formal job requirements but contribute to the overall effectiveness of the organization. Organizational Citizenship Behavior (OCB) is critical because it enhances the functioning of the organization by improving teamwork, increasing efficiency, and fostering a positive work environment. Employees who exhibit OCB often go beyond their formal job duties to help colleagues, support organizational initiatives, and promote the company's goals. Therefore, understanding the factors that influence OCB is essential for organizations that aim to cultivate a committed and high-performing workforce. This study focuses on analyzing the impact of organizational culture, leadership, and job satisfaction on OCB among employees at PT. Indomarco Prismatama Jember. These factors were chosen because they are believed to play a significant role in shaping employee behavior and attitudes, which, in turn, affect their willingness to engage in OCB. By exploring these relationships, this research seeks to provide insights that could help PT. Indomarco Prismatama Jember and similar organizations enhance their human resource strategies, ultimately leading to improved organizational performance.

### 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

#### 2.1 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a concept introduced by Organ (1988) that refers to voluntary, extra-role behaviors performed by employees that are not part of their formal job descriptions but contribute positively to the organization. OCB encompasses various dimensions, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviors improve organizational efficiency by fostering a cooperative work environment, reducing interpersonal conflicts, and enhancing overall productivity. Understanding the antecedents of OCB is crucial for organizations aiming to enhance employee performance and organizational effectiveness.

There are five dimensions of OCB according to Organ & Lingl (1995) and Organ (2015):

- A. Altruism: Helping behaviors towards coworkers who are facing difficulties related to the organization's operational tasks without being forced.
- B. Conscientiousness: Behaviors that exceed the minimum requirements set by the company, such as arriving early or maximizing work time.
- C. Sportsmanship: Positive behaviors towards the organization, such as tolerating or not complaining about less-than-ideal conditions within the organization.
- D. Courtesy: Behaviors that maintain good relationships with coworkers, preventing conflicts to avoid interpersonal problems.
- E. Civic Virtue: Behaviors that reflect a sense of responsibility and participation in the organization's sustainability.

## 2.2 Organizational Culture

Organizational culture represents the shared values, beliefs, and norms that influence the behavior of individuals within an organization. It shapes the way employees interact with one another and approach their work. A strong and positive organizational culture can encourage employees to go beyond their formal job responsibilities, thereby enhancing their OCB. Previous research has shown that a supportive organizational culture is positively related to higher levels of OCB, as it fosters a sense of belonging and commitment among employees (Cameron & Quinn, 2011).

## 2.3 Leadership

Leadership plays a vital role in influencing employee behaviors and attitudes. Effective leadership, characterized by the ability to inspire, motivate, and guide employees, can lead to higher levels of job satisfaction and OCB. Transformational leadership, in particular, has been shown to have a significant impact on OCB by encouraging employees to align their personal goals with organizational goals and by creating a work environment that values and rewards extra-role behaviors (Bass & Avolio, 1994).

## 2.4 Job Satisfaction

Job satisfaction refers to the extent to which employees feel content and fulfilled with their job roles. It is a key predictor of various organizational outcomes, including OCB. Employees who are satisfied with their jobs are more likely to exhibit OCB because they have a positive attitude toward their work and organization. High job satisfaction often leads to greater organizational commitment, which in turn fosters behaviors that go beyond formal job requirements (Locke, 1976).

## 2.5 Hypothesis Development

Based on the literature review, the following hypotheses are proposed:

H1: Organizational culture has a significant positive impact on Organizational Citizenship Behavior (OCB) among employees at PT. Indomarco Prismatama Jember.

H2: Leadership has a significant positive impact on Organizational Citizenship Behavior (OCB) among employees at PT. Indomarco Prismatama Jember.

H3: Job satisfaction has a significant positive impact on Organizational Citizenship Behavior (OCB) among employees at PT. Indomarco Prismatama Jember.

# 3. METHODE

## 3.1 Research Design

This study employs a quantitative research design to examine the influence of organizational culture, leadership, and job satisfaction on Organizational Citizenship Behavior (OCB) among employees at PT. Indomarco Prismatama Jember. A cross-sectional survey method is utilized to gather data from a specific point in time, allowing for the analysis of relationships between the variables.

## 3.2 Population and Sample

The population of this study consists of employees working in the Development Department of PT. Indomarco Prismatama Jember. Given the manageable size of the population, a total of 37 employees were selected as the sample using a census sampling technique, ensuring that every member of the population is included in the study. This approach enhances the generalizability of the findings within the department.

## 3.3 Data Collection

Data were collected through a structured questionnaire designed to measure the key variables: organizational culture, leadership, job satisfaction, and OCB. The questionnaire consisted of several sections, each focusing on one of the variables. Responses were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed directly to the employees, and they were given ample time to complete it.

## 3.4 Measurement of Variables

- a) **Organizational Culture:** This variable was measured using a scale adapted from Cameron and Quinn's (2011) Organizational Culture Assessment Instrument (OCAI), which assesses the dominant culture type within an organization.

- b) **Leadership:** Leadership was measured using a scale based on Bass and Avolio’s (1994) transformational leadership model, which captures the extent to which leaders inspire, motivate, and guide their employees.
- c) **Job Satisfaction:** Job satisfaction was assessed using a scale adapted from Locke’s (1976) Job Satisfaction Survey, focusing on the employees’ overall satisfaction with their job roles.
- d) **Organizational Citizenship Behavior (OCB):** OCB was measured using a scale adapted from Organ’s (1988) five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

**3.5 Data Analysis**

The data collected were analyzed using multiple linear regression analysis to determine the impact of organizational culture, leadership, and job satisfaction on OCB. The regression model was used to test the proposed hypotheses and to identify the strength and direction of the relationships between the independent variables (organizational culture, leadership, and job satisfaction) and the dependent variable (OCB).

**3.6 Validity and Reliability**

To ensure the validity and reliability of the measurement instruments, a pilot test was conducted with a small subset of the population before the full-scale data collection. Cronbach’s alpha was calculated for each scale to assess internal consistency, with a threshold of 0.70 or higher considered acceptable. Content validity was confirmed through expert review, ensuring that the questionnaire items adequately represented the constructs being measured.

**3.7 Ethical Considerations**

The study adhered to ethical guidelines by obtaining informed consent from all participants before data collection. Participants were assured of the confidentiality and anonymity of their responses. Additionally, the data collected were used solely for research purposes and were securely stored to prevent unauthorized access.

**4. RESULT**

**4.1 Descriptive Statistics**

Descriptive statistics were calculated to provide an overview of the sample’s characteristics and to summarize the data collected. The mean, standard deviation, and frequency distribution for the key variables—organizational culture, leadership, job satisfaction, and OCB—are presented in Table 1. The results indicate that the majority of employees rated organizational culture and leadership positively, with high levels of job satisfaction and OCB observed across the sample.

*Table 1: Descriptive Statistics of Key Variables*

Variable	Mean	Standard Deviation
Organizational Culture	3.85	0.45
Leadership	4.10	0.50
Job Satisfaction	4.00	0.55
OCB	4.20	0.60

**4.2 Correlation Analysis**

Correlation analysis was conducted to examine the relationships between organizational culture, leadership, job satisfaction, and OCB. The results, as shown in Table 2, indicate significant positive correlations among all variables. Specifically, leadership had the highest correlation with OCB ( $r = 0.65, p < 0.01$ ), followed by job satisfaction ( $r = 0.60, p < 0.01$ ) and organizational culture ( $r = 0.55, p < 0.01$ ). These correlations suggest that higher levels of organizational culture, leadership, and job satisfaction are associated with higher levels of OCB.

*Table 2: Correlation Matrix*

Variable	Organizational Culture	Leadership	Job Satisfaction	OCB
Organizational Culture	1.00	0.58**	0.54**	0.55**
Leadership	0.58**	1.00	0.62**	0.65**
Job Satisfaction	0.54**	0.62**	1.00	0.60**
OCB	0.55**	0.65**	0.60**	1.00

\*Note:  $p < 0.01$

**4.3 Regression Analysis**

Multiple linear regression analysis was performed to test the proposed hypotheses and to determine the impact of organizational culture, leadership, and job satisfaction on OCB. The regression model was statistically significant ( $F = 12.45, p < 0.001$ ), indicating that the independent variables collectively explain a significant portion of the variance in OCB ( $R^2 = 0.50$ ).

*Table 3: Multiple Regression Results*

Variable	B	SE	Beta	t	p-value
Organizational Culture	0.30	0.10	0.35	3.00	0.004**
Leadership	0.40	0.12	0.45	3.33	0.002**
Job Satisfaction	0.35	0.11	0.40	3.18	0.003**

\*Note: \* $p < 0.01$

The regression results support all three hypotheses:

- **H1:** Organizational culture has a significant positive impact on OCB ( $\beta = 0.35$ ,  $p = 0.004$ ).
- **H2:** Leadership has a significant positive impact on OCB ( $\beta = 0.45$ ,  $p = 0.002$ ).
- **H3:** Job satisfaction has a significant positive impact on OCB ( $\beta = 0.40$ ,  $p = 0.003$ )

The results of this study indicate that organizational culture, leadership, and job satisfaction significantly influence organizational citizenship behavior (OCB) at PT Indomarco Prismatama Jember. A positive organizational culture, effective leadership, and high levels of job satisfaction create a conducive work environment for employees to go beyond their formal duties. Leadership proved to be the most dominant factor in driving OCB, followed by job satisfaction and organizational culture. The regression analysis results confirmed that these three variables collectively explained half of the variation in OCB. Based on these findings, it is recommended to strengthen organizational culture, develop leadership programs, and improve job satisfaction to continue to encourage positive organizational citizenship behavior among employees. Further research can enrich our understanding of other factors that influence OCB and broaden the generalizability of the research results. Overall, the survey results indicate a positive organizational culture, leadership, and job satisfaction. Employees feel supported in their individual initiatives, teamwork, and perceive fair compensation. Leadership is perceived as motivating and compliant with rules. Job satisfaction is also high, with good relationships among coworkers and a conducive work environment. The organization demonstrates positive citizenship behaviors among employees.

## 5. CONCLUSION

This study aimed to analyze the influence of organizational culture, leadership, and job satisfaction on Organizational Citizenship Behavior (OCB) among employees at PT. Indomarco Prismatama Jember. The findings from the multiple regression analysis confirm that all three factors—organizational culture, leadership, and job satisfaction—significantly and positively impact OCB. Organizational culture was found to be a significant determinant of OCB, indicating that a supportive and positive organizational culture encourages employees to go beyond their formal job roles and engage in behaviors that benefit the organization. This suggests that companies aiming to enhance OCB should invest in cultivating a strong and cohesive organizational culture. Leadership emerged as the most influential factor among the three, highlighting the critical role of leaders in shaping employee behaviors. Effective leadership not only motivates employees but also aligns their personal goals with the goals of the organization, fostering a work environment where OCB can thrive. This finding underscores the importance of leadership development programs that focus on transformational leadership styles. Job satisfaction also significantly contributed to OCB, demonstrating that satisfied employees are more likely to exhibit behaviors that go beyond their job requirements. This implies that organizations should prioritize initiatives that enhance job satisfaction, such as providing fair compensation, recognizing employee achievements, and creating opportunities for career advancement. This study suggests that to promote OCB, organizations should focus on strengthening their organizational culture, developing effective leadership, and ensuring high levels of job satisfaction among employees. These strategies will not only improve OCB but also contribute to the overall effectiveness and competitiveness of the organization. Future research could expand on these findings by exploring other potential factors that influence OCB, such as organizational commitment, motivation, and employee engagement, as well as by increasing the sample size and including different organizational settings to enhance the generalizability of the results.

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