THE ROLE OF ORGANIZATIONAL CULTURE, CAREER SATISFACTION AND ORGANIZATIONAL COMMITMENT IN BUILDING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES OF THE STATE TREASURY OFFICE IN CENTRAL JAVA, INDONESIA

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ABSTRACT

This research regarding organizational citizenship behavior aims to analyze the effect of organizational culture on organizational citizenship behavior with career satisfaction and organizational commitment as mediating variables. The population is 452 employees of the State Treasury Service Office in Central Java, a sample of 102 employees is determined by the Purposive Judgment Sampling method, and the analysis technique uses multiple linear regressions using the SPSS program.

The research results showed that organizational culture significantly positively affected career satisfaction and organizational commitment. Furthermore, career satisfaction and commitment significantly positively affect organizational citizenship behavior. Career satisfaction mediates the effect of organizational culture on organizational citizenship behavior. Likewise, organizational commitment mediates the influence of organizational culture on organizational citizenship behavior.

KEYWORDS: Organizational culture, career satisfaction, organizational commitment, organizational citizenship behavior.

1. INTRODUCTION

One of the strategic attitudes in HR management in organizations is to develop Organizational Citizenship Behavior (OCB). This behavior illustrates the added value of employees, a form of prosaically behavior that is positive, constructive and helpful. OCB is reflected through helping others, volunteering for extra tasks, and complying with workplace rules and procedures (Robbins,

2008). OCB needs to be better known, but basically, employees in a company or organization sometimes already apply OCB at work. Therefore, the needs and desires of employees as HR must also be supported by the company so that employees can be motivated to show good performance and feel satisfied with their work.

Organizational culture is an important element to be considered by organizations to improve organizational citizenship behavior (Nadeak, 2016). According to Luthans (2006), organizational culture is the norms and values that direct the behavior of members of the organization. The need for organizational culture as a basis for norms and values to be adhered to and applied by employees in realizing company goals. Employees who work based on organizational culture are expected to behave in ways that can provide the best and have an influence on job satisfaction from employees because employees feel comfortable where they work. Employees who can adapt to the organizational culture where the employee works will bring positive behavior, namely OCB behavior.

Previous studies have found differences of opinion between organizational culture variables and organizational citizenship behavior. Nadeak (2016), Mahayasa (2018), Putra (2018), and Zeyada (2018) found that a strong organizational culture influences organizational citizenship behavior that benefits the organization. In contrast, Syarief's research (2017) found another thing: organizational culture did not affect organizational citizenship behavior, and Herdiany's research (2019) also found that organizational culture did not influence organizational citizenship behavior.

Differences in research results or research gaps above need to find a solution. This study included career satisfaction and organizational commitment variables as mediating variables to overcome them. The inclusion of career satisfaction as a mediating variable is based on research by Putra (2018), which found that career satisfaction is an intervening variable in the relationship between organizational culture and organizational citizenship behavior. Furthermore, Merdyantie (2019) research found that organizational commitment mediates the relationship between organizational culture and organizational citizenship behavior.

Job satisfaction has many dimensions, and one of them is career satisfaction (Bigliardi, 2005). Career satisfaction also influences organizational citizenship behavior (Mahayasa, 2018). Career satisfaction encourages the emergence of OCB because satisfied employees will be more likely to speak positively about their organization, help colleagues, and show performance that exceeds normal expectations (Sulistyawati, 2018). Job satisfaction felt by employees will also encourage commitment to the organization. Lounsbury (2008) suggests that job satisfaction influences specific work measures, while career satisfaction represents an individual's satisfaction or dissatisfaction with an entire career.

Apart from organizational culture and career satisfaction, organizational commitment is another factor influencing organizational citizenship behavior (Yuliani & Katim, 2017). Committed employees will have the ability and willingness to align personal behavior with the needs, priorities and goals of the organization, including ways to develop goals or meet organizational needs, which

essentially prioritises the organization's mission over personal interests. This encourages positive, constructive and helpful behavior as a reflection of OCB.

This research was conducted at the State Treasury Service Office (KPPN) in the Regional Office of the Directorate General of Treasury, Central Java Province. KPPN has the task of carrying out the authority of the state treasury and general treasury, disbursing financing at the expense of the budget, as well as administering budget receipts and expenditures through and from the state treasury based on statutory regulations. In addition, the KPPN has other tasks (extra roles), such as distributing Physical DAK and Village Funds, implementing Gender Mainstreaming, implementing WBK/WBBM and evaluating Pilot Service Offices. The many important tasks of the KPPN require that their employees have good competence, be loyal, and comply with regulations, which is OCB behavior. The OCB behavior of KPPN employees can be reflected in their presence in the Quality Control Group (GKM). GKM activities are internal meeting activities, which are a means held by the organization to improve employee competency. GKM activities include discussing new and old regulations, sharing knowledge or transferring knowledge between employees with the hope that employees will be competent to comply with applicable regulations and SOPs.

The presence of employees at GKM can reflect OCB behavior, including the presence of employees showing employee loyalty, social quality and individual behavior voluntarily to increase one's knowledge, skills and abilities. Organ et al.(2006) explain indicators of OCB, including organizational loyalty, which is the behavior of putting the company above oneself, preventing and protecting the company from external threats, promoting organizational reputation, social quality is employee commitment to the company as a whole such as attending meetings, expressing opinions, or actively participating in company activities as well as self-development are voluntary individual behaviors to increase one's knowledge, skills and abilities.

The problem in this research is how to increase organizational citizenship behavior (OCB) employees. Based on the data for the last three years, the attendance of employees at GKM KPPN activities at the Central Java Regional Office shows that there are still absences of employees at the event in 2018, 2019 and 2020at the Central Java Regional Office, especially at the Semarang KPPN I, Semarang II KPPN, and Surakarta KPPN. The three KPPNs hold GKM routinely and regularly. Some still need to follow the GKM, indicating that the employee's OCB behavior is not good.

2. RESEARCH METHODOLOGY
2.1. Types of research
This type of research is causative descriptive research. One effect variable Y will be used with a causal variable X and a mediating variable M will be used to find research gaps. Furthermore, certain aspects are observed to obtain valid data, and under the research objectives, this data and information are processed, analyzed and constructed theoretically so that they can be analyzed and conclusions are drawn.

2.2. Population and research sample
The population in this study was all employees of the State Treasury Service Office in Central Java, totaling 452 people. While the sample is part of the population used for estimating the

characteristics population. The population is interpreted as a whole subject and object studied under the research objectives determined by analysts for research and then pulled into a conclusion. There were 102 samples taken for this study using the Purposive Judgment Sampling method. The criteria were employees who had attended the GKM KPPN, namely employees at KPPN Semarang I, KPPN Semarang II, and KPPN Surakarta, 102respondents.

2.3. Types of data and methods of collection
This study's data sources are answers from questionnaires given to respondents and other supporting data. The type of data needed in this study is primary data, which needs to be tested for validity and constancy through validity and reliability tests to proceed with essential information testing. For this reason, a questionnaire is needed to obtain primary data based on this study's variable indicators.

2.4. Definition of research variables and their measurements
Podsakoff et al. (1997) divided OCB into seven indicators: Helping behavior, Organizational compliance, Sportsmanship, Organizational Loyalty, Individual Initiative, Social quality and self-development. Robbins (2008) suggests seven primary characteristics that capture the essence of organizational culture: Innovation and risk-taking, Attention, Result orientation, People orientation, Team orientation, Aggressiveness, and Stability. Greenhouse and Warmly (1990) explain that five indicators measure career satisfaction: Satisfaction with the success that has been achieved in a career, Satisfaction with the progress that has been made towards achieving overall career goals, Satisfaction with the progress that has been made towards achieving goals for income—satisfied with the progress that has been made towards achieving the goals for progress, Satisfied with the progress that has been made towards achieving the goals for the development of new skills. Luthans (200 6) explains that commitment consists of 3 factors: A strong desire to remain a member of an organization, a strong will to work for the organization's progress, and a strong belief in the values and goals of the organization. Each variable indicator is measured with a Likert scale of 1-5, which indicates 1=strongly disagree, 2=disagree, 3=quite agree, 4=agree, and 5=strongly agree.

2.5. Data analysis methods
Data processing and analysis are used in the SPSS program, while the steps are initiated by testing the validity of the variable indicators and then continuing with the reliability test. The reliability test performed showed that the reliability test results showed Cronbach's value Alpha or r count is greater than 0.70 (r standard), so it can be concluded that all the variables in this study are reliable. In the validity test conducted, it shows that the value of Corrected Item Total Correlation or r-count for each indicator is greater than r-table, r-table = 0.164 (N - 2 = 102 – 2 = 100, $\Box$ = 0.05), which means that these indicators are valid or legal to use in this research.

The model built in this study is a multiple linear regression model with three equations as follows:

$$M1 = \beta1\ X + e1 \qquad \text{(Path 1)}$$
$$M2 = \beta2\ X + e2 \qquad \text{(Path 2)}$$
$$Y = \beta3\ M1 + \beta4\ M2 + \beta5\ X + e3 \quad \text{(Path 3)}$$

Information:

X: Organizational culture, M1: Career satisfaction, M2: Organizational Commitment, Y: Organizational Citizenship Behavior, β1 to β5 Regression Coefficient and e: Error/residue

3. RESULTS AND DISCUSSION
3.1. Results of descriptive statistics
The results of the descriptive statistical analysis of each research variable are presented in table 1 as follows:

Table 1. Results of Descriptive Analysis of Organizational Culture Variables, Career Satisfaction, Organizational Commitment and Organizational Culture Behavior (OCB)

No	Statement	Average Score
	Organizational culture	
1	Innovation	3.96
2	Attention	4.04
3	Result orientation	3.77
4	People orientation	3.95
5	Team orientation	3.92
6	Aggressiveness	4.00
7	Stability	3.96
	Organizational Culture Average Score	3.94
	Career Satisfaction	
1	Satisfied with career success	3.71
2	Satisfied with the achievement of overall career goals.	3.59
3	Satisfied with achieving goals for revenue.	3,41
4	Satisfied with achieving goals for progress.	3.45
5	Satisfied with achieving new skill development goals.	3.02
	Career Satisfaction Average Score	3,44
	Organizational commitment	
1	Strong belief in organizational values.	3.69
2	Willing to align themselves with organizational goals.	3.59
3	Willing to do my best for the benefit of the organization.	3.39
	Organizational Commitment Average Score	3, 56
	Organizational Citizenship Behavior (OCB)	
1	Helpful behavior	4,20
2	Organizational compliance	3.97
3	Sportsmanship	4.06
4	Loyalty to the organization	4.06
5	Individual initiative	4.03
6	Social qualities	4.08
7	Self-development	4.07
	Organizational Citizenship Behavior (OCB) Average Score	4.07

Based on table 1, the respondents' answers to the questions related to the research variables are described as follows:

1. Organizational culture

The average value of the results of respondents' statements regarding organizational culture was 3.94 and included in the good category. The average respondent stated that the organizational culture at the State Treasury Service Office in Central Java tended to be good. Good organizational culture is felt in the statement from the State Treasury Service Office pays close attention to the results of the employee's work in detail, obtaining the largest average value of 4.04. Where 77.4 % of respondents agreed and very agreed regarding the statement that every employee of the State Treasury Service Office is encouraged to achieve the work targets that have been planned, getting the lowest rating with 54.9% of respondents answering agree and strongly agree, and the average value of this statement is 3.38, still including the pretty good category.

2. Career satisfaction

The average value of the results of respondents' statements regarding career satisfaction was 3.44 and included in the pretty good category. This shows that the average gives a good assessment of career satisfaction at the State Treasury Service Office in Central Java. Career satisfaction is more visible in respondents who are satisfied with the success they have achieved in their careers, obtaining the largest average score of 3.71.Where 56.9 % of respondents agreed and were very agreeable; meanwhile, in terms of respondents who were satisfied with the progress that had been made towards achieving goals for the development of new skills, it received the lowest rating with 15.6% of respondents who answered agreed and strongly agreed. The average value of this statement is 3.02, which is included in the fairly good category.

3. Organizational commitment

The average value of the results of respondents' statements regarding organizational commitment was 3.56 and included in the pretty good category. The average value is 3.39, which is in a good category. This shows that the average organizational commitment of members of the State Treasury Service Office in Central Java is good. A good assessment of organizational commitment can be seen from the respondents having a strong belief in organizational values, obtaining the largest average score of 3.69. Where 53.9 % of respondents agree and are very agreeable. Meanwhile, respondents who are willing to do their best for the organization's benefit get the lowest rating, with 46.1% of respondents who answered agree and strongly agree.

4. Organizational citizenship behavior (OCB)

The average value of the results of respondents' statements regarding organizational citizenship behavior was 4.07 and included in the good category. This shows that the average organizational citizenship behavior of members of the State Treasury Service Office in Central Java is good. Organizational citizenship behavior the good thing can be seen from the statements of the respondents that they always try to help co-workers voluntarily, which is related to work, by getting the largest average score, namely 4.20, where 91.1 % of respondents agreed and were very agreeable. Meanwhile, regarding the statements of respondents, they always carry out organizational procedures that exceed the minimum expectations of the organization, getting the

lowest rating, with 80.4% of respondents who answered agree and strongly agreed. The average value is 3.97, included in the good category.

3.2. Validity and reliability test results

Table 2. Results of Testing the Validity of Organizational Culture Variables, Career Satisfaction, Organizational Commitment and Organizational Culture Behavior (OCB)

Variables and Indicators	r-count	validity	Reliability (Cronbach Alpha)
Organizational Culture (X)			*0.850:* Reliable
X.1	0.546	Valid	
X.2	0.667	Valid	
X.3	0.605	Valid	
X.4	0.519	Valid	
X.5	0.480	Valid	
X.6	0.723	Valid	
X.7	0.819	Valid	
Career Satisfaction (M1)			*0.715:* Reliable
M1.1	0.447	Valid	
M1.2	0.666	Valid	
M1.3	0.513	Valid	
M1.4	0.383	Valid	
M1.5	0.376	Valid	
Organizational Commitment (M2)			0.755 Reliable
M2.1	0.543	Valid	
M2.2	0.708	Valid	
M2.3	0.525	Valid	
Organizational citizenship behavior (Y)			0.747 Reliable
Y. 1	0.418	Valid	
Y.2	0.503	Valid	
Y.3	0.430	Valid	
Y.4	0.482	Valid	
Y.5	0.645	Valid	
Y.6	0.498	Valid	
Y.7	0.277	Valid	

The results of testing the instruments (indicators) of each variable show that the value of Corrected Item Total Correlation or r-count for each indicator of organizational culture, career satisfaction, organizational commitment and organizational citizenship behavior is greater than r-table = 0.164, which means that the variable indicators organizational culture, career satisfaction, organizational commitment and organizational citizenship behavior show valid or legitimate research. Furthermore, for the four variables, namely organizational culture, career satisfaction, organizational commitment and organizational citizenship behavior, the Cronbach Alpha value of all the variables studied is greater than 0.70, meaning it is reliable.

3.3. Multiple linear regression results

Table 3. Regression Coefficient (Path 1)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	4,926	1,368		3,601	,000
	Organizational Culture (X)	,444	.049	,671	9,057	,000

a. Dependent Variable: Career Satisfaction (M1)

Table 3 shows Organizational Culture has a t count of 9.057 greater than t table 1.660 with a significance value of 0.000 less than 0.05, meaning that organizational culture positively affects career satisfaction. The more understood organizational culture, the higher career satisfaction.

Table 4. Regression Coefficient (Path2)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	2,526	1,030		2,452	,016
	Organizational Culture (X)	,295	,037	,624	7,993	,000

a. Dependent Variable: Organizational Commitment (M2)

Table 4 shows organizational culture with a t count of 7.993, greater than t table 1.660 with a significance value of 0.000 less than 0.05, meaning that organizational culture has a positive effect on organizational commitment It can be said that the more understood the organizational culture, the higher the organizational commitment.

Table 5. Regression Coefficient (Path3)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	13,535	1.215		11.141	,000
	Career Satisfaction (M1)	,475	,100	,471	4,760	,000
	Organizational Commitment (M2)	,320	, 132	,227	2,414	,018
	Organizational Culture (X)	, 122	,057	, 183	2,132	.036

a. Dependent Variable: OCB (Y)

The higher the perceived job satisfaction, the higher the organizational citizenship behavior. Table 5 shows career satisfaction with a t count of 4,760 greater than t table 1.660 with a significance value of 0.000 less than 0.05, meaning that career satisfaction positively affects organizational citizenship behavior. Table 5 also shows organizational commitment worth t count of 2.414, greater than t table 1.660 with a significance value of 0.018 less than 0.05, meaning that organizational commitment

positively affects organizational citizenship behavior. The higher the organizational commitment, the higher the organizational citizenship behavior.

Table 5 also shows organizational culture with a t count of 2.132, greater than t table 1.660 with a significance value of 0.036 less than 0.05, meaning that organizational culture positively affects organizational citizenship behavior. The more you understand organizational culture, the higher organizational citizenship behavior will be.

The mediation test in this study used the online Sobel test through the site *https://www.danielsoper.com/statcalc/calculator.aspx?id=31*; for this purpose, the regression coefficient data and standard error of the indirect effect variables are needed as follows:

1. The indirect effect of career satisfaction mediates the effect of organizational culture on organizational citizenship behavior.
   a. The regression coefficient of the effect of organizational culture on career satisfaction = is 0.671, and the standard error = is 0.049 (table 3).
   b. The regression coefficient of the effect of career satisfaction on organizational citizenship behavior = 0.471, and the standard error = 0.100 (Table 5)
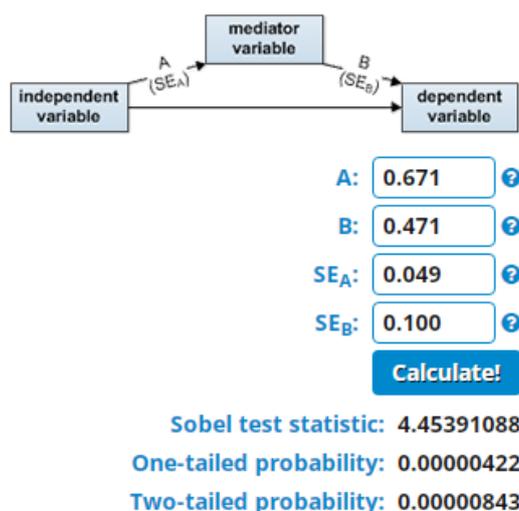

Figure 1. Sobel Test Results Career Satisfaction Mediates the Influence of Organizational Culture on Organizational Citizenship Behavior

Figure 1 shows the Sobel test value of 4.453, which is greater than t table 1.660 with a probability value of 0.000 less than 0.05, which means that career satisfaction mediates the influence of organizational culture on organizational citizenship behavior.

2. The indirect effect of organizational commitment mediates the effect of organizational culture on organizational citizenship behavior.
   a. The regression coefficient of the effect of organizational culture on organizational commitment = 0.624, and the standard error = is 0.037 (table 4).
   b. The regression coefficient of the effect of organizational commitment on organizational citizenship behavior = 0.183 and standard error = 0.057 (Table 5)
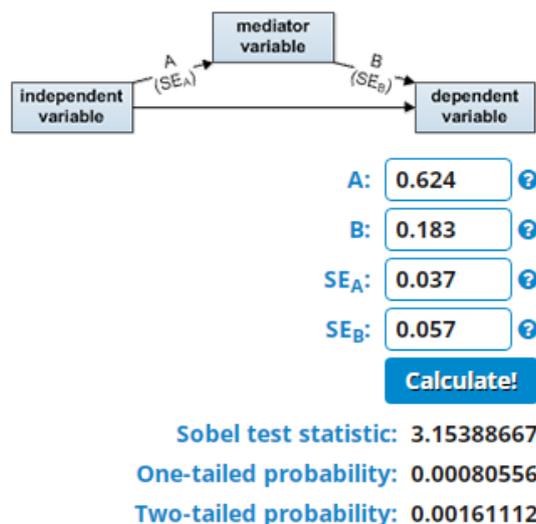
Figure 2. Sobel Test Results Organizational Commitment Mediates the Influence of Organizational Culture on Organizational Citizenship Behavior

Figure 2 shows the Sobel test value of 3.153 is greater than t table 1.660 with a probability value of 0.000 less than 0.05, which means organizational commitment mediates the effect of organizational culture on organizational citizenship behavior.

3.3. Discussion of research results

The results of this study indicate that organizational culture has a positive effect on career satisfaction. This research is in line with research conducted by Qazi (2017), Saputra (2017) and Wibawa (2018), who found that organizational culture has a positive effect on career satisfaction. If looked at the respondents' responses regarding organizational culture shows that the statements that every employee of the State Treasury Service Office is encouraged to achieve the work targets that have been set get the lowest rating from respondents, for this have implications for the importance of the State Treasury Service Office to encourage its employees to achieve work targets, this can be done at regular meetings or meetings, by reminding the work targets assigned to each employee.

Developing new skills can involve employees in training to improve their skills. This is to the research results of Siregar (2015), Mahayasa (2018) and Sulistyawati (2018), who found that career satisfaction has a positive and significant effect on organizational citizenship behavior, where employees who feel they have better opportunities for career advancement will have high OCB. The results of this study also show that career satisfaction has a positive effect on organizational citizenship behavior. Based on the respondents' responses regarding career satisfaction, it shows that the statement that respondents are satisfied with the progress that has been made towards achieving goals for the development of new skills received the lowest rating. This has implications for the importance of the State Treasury Service Office to provide the development of new expertise to achieve goals.

The results of this study indicate that organizational culture has a positive effect onwards organizational commitment. This is in line with the results of the study by Syarief (2017), Wibawa

(2018) and Mahayasa (2018), who found that organizational culture has a positive and significant effect on organizational commitment. Furthermore, the results of this study also show that organizational commitment positively affects organizational citizenship behavior.

Furthermore, the results of this study also show that organizational commitment positively affects organizational citizenship behavior. Other research that is in line with this research is research conducted by Syarief (2017), Yuliani & Katim (2017) and Sulistyawati (2018), who found that organizational commitment has a positive and significant effect on the organizational citizenship behavior of employees. Seeing the responses of respondents regarding or generational commitment, showing that the statement is willing to do their best for the interests of the organization, gets the lowest rating. This has implications for the importance of the State Treasury Service Office to provide understanding so that employees are always willing to do their best for the organization's benefit. This can be done by providing internalization regarding the vision and mission of the State Treasury Service Office so that employees will know the importance of the organization's success.

With the steps above, it is expected that organizational citizenship behavior at the State Treasury Service Office in Central Java will improve and positively impact the progressive organization.

4. CONCLUSION
Based on the results of the data analysis, the following conclusions can be drawn:

1. Organizational culture significantly positively affects career satisfaction, so it can be interpreted that it is more understood the higher the career satisfaction.
2. Organizational culture has a significant positive effect on organizational commitment, so it can be interpreted that the better career satisfaction, the higher organizational commitment.
3. Career satisfaction has a significant positive effect on organizational citizenship behavior, so the higher the career satisfaction, the better the organizational citizenship behavior.
4. Organizational commitment has a significant positive effect on organizational citizenship behavior, so it can be interpreted that the higher the organizational commitment, the better organizational citizenship behavior.
5. Organizational culture's positive effects significant to organizational citizenship behavior, so it can be interpreted that the more understood organizational culture, the better organizational citizenship behavior.
6. Career satisfaction mediates the effect of organizational culture on organizational citizenship behavior.
7. Organizational commitment mediates the influence of organizational culture on organizational citizenship behavior.

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