

Model of Improving Organizational Citizenship Behavior Lecturer Based on Organizational Commitment, Organizational Culture, and Job Satisfaction in Private Universities in Bandung

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Abstract. Problems related to improving organizational citizenship behavior are also important to be reviewed in the world of education, especially in order to improve the quality of services provided to students. This research has the aim to analyze the improvement of organizational citizenship behavior through organizational commitment, organizational culture, and job satisfaction. This research is a quantitative study with 415 Lecturers from 21 Private Universities in Bandung who were sampled in this study and taken using random sampling proportional techniques, data analysis techniques using structural Equation Modelling (SEM) using AMOS. The results showed there was a positive influence of organizational culture on job satisfaction, job satisfaction had a positive effect on organizational citizenship behavior, organizational culture has a positive impact on the organization's commitment, the organization's commitment to organizational citizenship behavior, and job satisfaction positively affects the organization's commitment to. It can then be suggested that the increasing commitment of the organization, organizational culture, and job satisfaction will have an impact on the improvement of the lecturer's organizational citizenship behavior.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Organizational Culture, Job satisfaction.

1 Introduction

Lecturers are an asset owned by educational institutions to develop programs to educate the lives of the nation that during the covid-19 pandemic must be able to adapt to technological developments to support the implementation of tridharma universities both education and teaching, research and community service [1]. Problems related to improving the quality of education where it will require resources that have good competence, this leads to extra hole as a lecturer such as willingness to help fellow lecturers [2], willingly do extra work, try to avoid conflicts between colleagues, and respect the rules in the organization [3]. An extra behavior in work or commonly called organizational citizenship behavior, this behavior is an action that is not a formal requirement for employees but can increase effectiveness in functions within an organization [4].

Organizational citizenship behavior owned by lecturers, especially those who work at private universities in Bandung, tends to still need to be improved, one of which is influenced by the strong organizational culture of the institution in which the lecturer works [5] where the culture of the organization intersects the values and practices that must be adhered to by everyone involved in the management of the organization [6]. A good organizational culture will impact the increased commitment to the vision and mission set by an organization, the commitment of the organization that has been formed will by itself identify employees who have a desire to maintain being a member in the organization [7].

An organization that has a good organizational culture, a high commitment from its members of the organization, will produce a behavior from members of the organization that if viewed from observation will show a positive attitude towards its work, this shows the work satisfaction of the members of its organization [8]. Once a member of the organization is satisfied with its work, it will be formed the behavior of employees who are willing to do extra work or commonly called organizational citizenship behavior (OCB), where this behavior is the type of behavior that shows the employee doing his or her job exceeds the company's request or the standard stipulated [9].

2 Literature Review

2.1 Organizational Culture

Organizational culture is a way, a principle, a tradition of carrying out work that must be adhered to jointly by members of the organization in an effort to influence the way members of the organization behave [7]. The cultural dimensions of the organization include results orientation, human orientation, team orientation, aggressiveness, stability, innovation and risk-taking, as well as attention to detail [10]. The cultural characteristics of the organization are very important for each leader to pay attention to, such characteristics as the culture of the organization given through socialization, affecting behavior in the workplace [7].

2.2 Job satisfaction

Job satisfaction is closely related to the attitude of a person who is shown to his or her work [11], employees who have high job satisfaction will show a positive attitude towards what the employee provides for his/her organs. [12], Employees who are satisfied with their work will show the difference in attitude between the award received and what it believes the employee should receive [4], Job satisfaction also involves the attitude of good and bad employees in their daily work [13], employee's job satisfaction is a person's feelings, actions, and attitudes in doing work within the organization [14]. Job satisfaction is also an effectiveness and emotional response of a job [15].

2.3 Organizational Commitment

Organizational commitment is a situation in which an employee identifies himself or herself with certain organization with the purpose and desire to maintain his or her membership while in the organization [16]. Organizational commitment is also seen as a condition in which employees serve the company by prioritizing the objectives and desires in maintaining its membership in an organization. [17]. Organizational commitment can also be interpreted as a situation where employees will accept the company's objectives, have confidence in the

company and will remain part of the company [18]. Aspects of commitment such as affective commitment, continuance commitment, normative commitment.[19]

2.4 Organizational Citizenship Behavior

Organizational citizenship behavior is an action that does not include the formal work requirements of an employee and is not related to remuneration but can increase effectiveness in the functioning of the organization [14] dimensions of organizational citizenship behavior namely altruism, conscientiousness, sportmanship, courtesy and civic virtue [9]. Organizational citizenship behavior is also a type of employee behavior where the employee exhibits behavior that exceeds the company's request [20].

Conceptual framework

From the results of the library study that has been explained, the researchers devised the following research models;



Fig. 1. Conceptual Framework

3. Methodology

3.1 Population and sample

In this study, the population was lecturers at private universities in Bandung and samples taken by 415 Lecturers from 21 Private Universities in Bandung, using random sampling techniques.

3.2 Data Analysis Research and Engineering Instruments

Questionnaire in data collection in this study which has been distributed to Lecturers at 21 Private Universities in Bandung, to be further analyzed with data analysis techniques used in this study namely using Structural Equation Modelling (SEM) Amos.

Table 1 Respondent Demographic Background

Variabel		Frequency	%
Gender	Male	181	43,61%
	Female	234	56,39%
Age	20-30	189	45,54%
	31-40	143	34,36%
	41-50	67	16,14%
	<51	16	3,86%

Education	Bachelor	-	-
	Master	247	59,52%
Functional Position	PhD	168	40,48%
	Lecturer	43	10,36%
	Instructor	205	49,40%
	Assistan Professor	78	18,80%
	Associate professor	77	18,55%
	Professor	12	2,89%
n = 415			

3.3 Descriptive Test Results

The descriptive test results of the four research variables including organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior are as follows;

Table 2. Descriptive Test Results of Research Variables

Variabel	Percentage score
Organizational Culture	60,36
Job Satisfaction	67,58
Organizational Commitment	71,84
Organizational Citizenship behavior	72,29

From the results of the analysis of four research variables including Organizational Culture, Job Satisfaction, Organizational Commitment, Organizational Citizenship behavior can be concluded that the organizational culture varibel and job satisfaction lecturers at Private Universities in Bandung are included in the category of enough, while other variables namely organizational commitment variables and organizational citizenship behavior fall into the high category.

4. Discussion

1. Hypothesis 1 (H1) : estimated strandardized regression weight coefficient between organizational cultural variables and job satisfaction results 0,656 and value P_{value} indicates a probability of 0,000 is smaller than 0.05, this indicates that the higher the culture of the organization, the higher the job satisfaction of the Lecturers. So it can be concluded that hypothesis 1 is accepted, the results of this study are in line with previous research[5], [21] that shows the influence of organizational culture on job satisfaction
2. Hypothesis 2 (H2) : estimated strandardized regression weight coefficient between variable job satisfaction to organizational citizenship behavior resulted in 0.493 and value P_{value} indicates a probability of 0.000 is smaller than 0.05, this indicates that the

higher the job satisfaction, the higher the organizational citizenship behavior of the Lecturers. So it can be concluded that hypothesis 2 is accepted, the results of this study are in line with previous research [22], [23] which indicates the effect of job satisfaction on organizational citizenship behavior.

3. Hypothesis 3 (H3) : estimated standardized regression weight coefficient between the organization's cultural variables to the organization's commitment to the result of 0.481 and the value of P_{value} indicates a probability of 0.000 smaller than 0.05, this indicates that the higher the culture of the organization, the higher the commitment of the lecturers. So it can be concluded that hypothesis 3 is accepted, the results of this study are in line with previous research [24], [25] that demonstrates the organization's cultural influence on the organization's commitment to.
4. Hypothesis 4 (H4) : estimated standardized regression weight coefficient between the organization's commitment variable to organizational citizenship behavior of 0.432 and the value of P_{value} indicates a probability of 0.000 smaller than 0.05, this indicates that the higher the commitment of the organization, the higher the organizational citizenship behavior of the Lecturers. So it can be concluded that hypothesis 4 is accepted, the results of this study are in line with previous research [3], [26] that demonstrates the influence of organizational commitment to organizational citizenship behavior.
5. Hypothesis 5 (H5) : estimated standardized regression weight coefficient between the work satisfaction variable to the organization's commitment of 0.271 and the P_{value} indicates a probability of 0.000 smaller than 0.05, this indicates that the higher the commitment of the organization, the higher the organizational citizenship behavior of the Lecturers. So it can be concluded that hypothesis 5 is accepted, the results of this study are in line with previous research [27], [28] which demonstrates the effect of job satisfaction on the commitment of.
6. Hypothesis 6 (H6) : estimated standardized regression weight coefficient between the work satisfaction variable to the organization's commitment of 0.271 and the P_{value} indicates a probability of 0.000 smaller than 0.05, this indicates that the higher the commitment of the organization, the higher the organizational citizenship behavior of the Lecturers. So it can be concluded that hypothesis 5 is accepted, the results of this study are in line with previous research [26], [29] which demonstrates the effect of job satisfaction on the commitment of.
7. Based on the results of processing research data obtained from the test results using Sobel test that the value obtained is 3,862 (> 1.96) with a value of P 0.00 and an estimated value of standardized direct effect and standardized indirect effect between organizational culture and organizational citizenship behavior Lecturers mediated by job satisfaction obtained direct value / indirect value, testing the relationship of the two variables shows the value $0,492 > 0,145$. Thus the first hypothesis (H6) is accepted meaning that the culture of the organization positively affects the lecturer's organizational citizenship behavior through the mediation of job satisfaction. The results are in line with research that has been conducted [30], [31]
8. Based on the results of processing research data obtained from the test results using Sobel test that the value obtained is 3,743 (> 1.96) with a value of P 0.00 and an estimated value of standardized direct effect and standardized indirect effect between organizational culture and organizational citizenship behavior Lecturers mediated by the organization's commitment obtained by direct value / indirect value, testing the relationship of the two variables shows the value $0,373 > 0,146$. Thus the first hypothesis (H7) is accepted meaning that the culture of the organization positively affects the

lecturer's organizational citizenship behavior through the mediation of organization commitments. The results are in line with research conducted by [32], [33].

5. Conclusion

The results showed there was a positive influence of organizational culture on job satisfaction, job satisfaction had a positive effect on organizational citizenship behavior, organizational culture had a positive effect on organizational commitment, the organization's commitment to organizational citizenship behavior, and job satisfaction had a positive effect on the organization's commitment. It can then be suggested that the increasing commitment of organization, organizational culture, and job satisfaction will have an impact on improving the organizational citizenship behavior of Lecturers at Private Universities in Bandung.

The limitations of research are found in research only at the University level so that it has not been able to describe other comprehensive universities such as institutions, colleges, academies, community academies, polytechnics and this research is also limited only to private universities in Bandung, so it will feel more comprehensive and representative if done also at state universities in Bandung.

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