

Implications of Job Satisfaction, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior in Electrical Professional Organizations in Indonesia

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ABSTRACT

This study analyzes the successful implementation of Organizational Citizenship Behavior through the roles of job satisfaction, organizational culture, and organizational commitment. The research was conducted at the Indonesian Electrical Contractors Associations using the Partial Least Square (PLS) method. A number of 100 respondents were asked to fill in a questionnaire distributed via a google form. The results explain that both organizational commitment and organizational culture affect positive organizational citizenship behavior while job satisfaction does not. These three variables have implications for behavior change represented by culture, job satisfaction, and commitment. Thus, it is possible to deduce that the success of organizational citizenship behavior is influenced by organizational commitment and culture that shape employee professionalism. As for job satisfaction, it must be improved through a competitive salary system, support among employees, and a conducive work environment.

KEYWORDS

Job satisfaction
Organizational commitment
Organizational culture
Organizational citizenship behavior

INTRODUCTION

The Indonesian Electrical Contractors Association (AKLI), founded on September 24th, 1980, is an association of Indonesian electric installers that holds an official license from the State Electricity Company (PLN). Another similar organization is the Indonesian Electricity Contractors Association (AKLINDO), which was formed on June 7, 2005. The formation of AKLINDO is an implementation of Law no. 18 of 1999 concerning Construction Services and Law No. 30 of 2009 concerning Electricity, which states that the association aims for companies to maximize human resource management oriented to companies and individuals. Besides these two associations, there is another association of electrical installers, namely the Indonesian Mechanical and Electrical Contractors Association (ASKOMELIN). ASKOMELIN was established as an association in 2013 in the form of a PT (Limited Liability Company) due to a change in the government regulations, namely the Minister of Energy and Mineral Resources Regulation No. 05/2014 and Installation of Electricity Supply in the fields of Electric Power Generation, Electric Power Transmission, Electricity Distribution, and Electricity Utilization Installations.

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The obligation of a professional organization is to determine the standards of behavior, competence, and a code of ethics that can be applied equally to all its members. Competencies compilation can be done through the training programs implementation that is tailored to the organization's business needs. AKLI always provides training programs to all members of the profession. Meanwhile, the two other organizations (ASKOMELIN & AKLINDO) complement each other in making standard work procedures for electrical contractors. The job standards require competency certification tested by the electrical professional organization. It is hoped that certification by professional organizations can be used as proof of capacity. By all these efforts, in the end, electrical contractors are expected to be able to produce quality services and procurement of goods according to community expectations.

The standard of work performed by electrical contractors must comply with regulations. All provisions and procedures are determined by the electrical professional organization. All work must be done to meet the aspects of safety, product quality, and excellent service to the community. These three aspects will be a guide to carry out professional and responsible practices. Positive behavior instilled through culture and organizational commitment must be carried out consistently. Professional organizations must ensure that facilities, competency development programs, and mastery of technology are suitable for business needs. This will ensure job satisfaction that will be felt by members of the profession.

A professional organization must be run professionally, transparently, and in an ethical manner in order to ensure maximum job roles. Thus, it uses guidelines and professional standards according to the code of ethics. Running an organization requires a shared culture and commitment by all members of the organization. Therefore, employee behavior is needed to increase the effectiveness of organizational processes (Hermawan & Rizal, 2019). This can be translated into organizational behavior, which can be implemented through training and capacity-building programs for all professional members. It is hoped that the programs can generate professional action according to the organization's expectations.

Employee competencies must of course be in line with the primary objective of each organization or company, which is to generate profits. This goal must also be accompanied by the company's ability to ensure its existence and productivity on an ongoing basis with good performance (Desai & Ladhe, 2019). The increasingly fierce competition encourages companies to have high competitiveness. Organizational Citizenship Behavior is the main factor for companies to improve their performance and competitiveness. It can increase employee productivity, company performance, and make companies better able to adapt to environmental changes (Murtaza et al., 2016; Podsakoff et al., 2000).

Organizational citizenship behavior is a collection of additional assistance, direction, and behavior performed by employees. It is a form of "additional" positive behavior towards the role of employees in a company outside of their main job, for example, the desire to help colleagues. Organizational citizenship behavior trains more productive employees independently who are willing to share knowledge and experience with colleagues (Supriyanto et al., 2020). Its implementation can improve the performance of company employees because they help each other, share knowledge and information, and increase capability and knowledge of the work done in achieving organizational goals (Wahyuni & Supartha, 2019). Therefore, the application of positive behavior through organizational citizenship behavior has an indirect effect on the reward system for employees and has significant implications for the company's business process activities (Zeinabadia, 2010).

Organizational citizenship behavior can be formed by several factors, including job satisfaction, organizational commitment, and organizational culture. While working, employees certainly bring expectations that they hope to be fulfilled by the company. Their satisfaction will be determined by

how much the organization can appreciate their contribution to business success (Valaei & Rezaei, 2016). Meanwhile, commitment is employee loyalty behavior and desire to pay more attention to the company. Research explains that high commitment and the value of organizational culture can significantly increase organizational citizenship behavior (Kristiani et al., 2019). Organizational culture itself is formed by a collection of organizational values, norms, assumptions, and beliefs. These variables affect employees' attitudes, thoughts, feelings, and behaviors.

The implementation of organizational citizenship behavior by professional organizations is still felt less optimal. Thus, this research tries to identify and analyze the indicators or standards of the organizational citizenship behavior variables. The variables are job satisfaction, organizational commitment, and organizational culture. The organization's ability to fulfill its obligations to members will be explained by job satisfaction. Organizational commitment describes the ability of an organization to consistently implement regulations to its members. Meanwhile, organizational culture will elaborate the implementation of corporate standards to members of the profession. The research was carried out at the electrical contractor professional associations. The results strengthen the evidence of several previous studies regarding the roles of these three variables. The novelty side is to prove the theory that the three variables can increase the implementation of organizational citizenship behavior. This study is expected to prove which variables have a significant influence on organizational citizenship behavior implementation. The variable that has the highest level of implication will be the key to the successful implementation of organizational citizenship behavior. Consistently implementing organizational citizenship behavior will maintain the good name of professional organizations and create work morale and professionalism.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational citizenship behavior is direct responsiveness carried out by the organization members according to applicable regulations. It is expected to produce positive behavior that directly affects organizational effectiveness. Organizational citizenship behavior is indirectly related to the awards given by an organization to its members. It has an impact on company operations, especially in increasing productivity. The five indicators used to determine organizational citizenship behavior are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. These indicators are used in explaining organizational behavior, which helps employees professionally follow the rules (Wang et al., 2013).

Altruism is simply defined as a sense of wanting to help. Positive altruism behavior can be seen through several ways, for example, in the form of employee willingness to help coworkers without reward, replacing colleagues who are absent or taking breaks, and even willingness to help working overtime without expecting overtime pay. Conscientiousness is the behavior of doing the minimum required work properly, such as doing the job on time, carrying out the results of joint meeting decisions, and being fully responsible for duties. Courtesy is a positive behavior to prevent problems caused by others, such as reminding colleagues to complete their tasks, sharing work constraints, and being enthusiastic to get involved in company functions. Sportsmanship is positive behavior that can tolerate unavoidable discomfort and does not complain. It can be in the form of the ability to adapt to change, not complain, and continue working on company policies that are not following personal wishes. Civic Virtue is the spirit to be involved with company activities, such as being interested in finding important information that is useful for the company and always considering

the best things for the progress of the company (Tambe & Meera, 2014).

The Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction describes the happy feelings felt by the employees because their expectations are fulfilled by the company. In some conditions, sometimes, employees need to change their behavior to do their job to be more effective and increase job satisfaction. Employees can be satisfied with having good relationships with colleagues, high salaries, a supportive work environment, training, and career development, to other benefits that are directly related to their expectations of a job (Sageer, 2012).

Job satisfaction is an indicator in producing maximum work behavior (Ni et al., 2020; Tafzal Haque et al., 2019). It comes from what an organization has given its members. The positive implication of job satisfaction is seen from the quality of work results that meet the organization's expectations. A professional organization expects all its members to contribute maximally to the achievement of targets. Thus, it must ensure that job satisfaction can be felt by all its members. This will have an impact on how members can produce positive behavior according to the organization's values. Feelings of happiness will generate maximum morale which will impact the results of the work. These are correspondence standards and regulations to meet the aspects determined by professional organizations. A good organization will always increase the job satisfaction of its members. This aims to maintain long-term business sustainability. Work environment, internal support, competitive reward system, and career design give employees hope of job satisfaction. Feelings of happiness and pride of being a member of the organization will impact positive behavior through organizational citizenship behavior. Therefore, job satisfaction will be an indicator in analyzing the relationship to organizational citizenship behavior implementation. Several studies explain that job satisfaction affects organizational citizenship behavior (Ramadhan et al., 2018; Zeinabadia, 2010). Then the hypothesis raised in this study is as follows:

H1: Job satisfaction affects Organizational Citizenship Behavior

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment is the whole effort for the contribution of work and employee experience to business success. Employees generally have a good feeling towards their relationship with their company if they are highly committed. They are an added value for the company because they tend to show productive and proactive behavior at work. Commitment is a strong desire of employees to give their best and contribute to an organization's success (Arumi et al., 2019). There are two kinds of commitments that can be distinguished, namely effective commitment and continuance commitments (Mayer, 1997). The effective commitment focuses on the employees' feelings to be involved in the company, while the continuance commitment focuses on the perceived cost or risk considerations if they leave the company. One more dimension is added, namely normative commitment, which reflects employees' perceptions of the obligation to stay in the company (Meyer et al., 2002).

Organizational citizenship behavior requires a comprehensive organizational commitment. Professional organizations must have a high commitment to carry out standards, procedures, and regulations that have been established as collective agreements (Jehanzeb, 2020; Pratama. L. A & Putri. V. W, 2019). Positive behavior will emerge from organizational commitment; thus, the organization must provide facilities, technology, competency standards, and work procedures to be carried out by all its members. This will be an indicator of how an organization can maintain the

dignity and good name of a professional position. Positive behavior from members of the profession must be an organizational commitment in producing quality work, especially in the electricity sector.

Previous research has shown a positive relationship between organizational commitment and organizational citizenship behavior (Allen et al., 2011; Gati et al., 2018; Lailatur Rizki et al., 2019; Nurjanah et al., 2020). Another finding discovers that there is a strong and positive relationship between these two variables and statistically significant in both public and private institutions (Grego-Planer, 2019). Thus, the proposed hypothesis is:

H2: Organizational commitment affects Organizational Citizenship Behavior

The Effect of Organizational Culture on Organizational Citizenship Behavior

Organizational culture has always been an interesting topic to observe from time to time. Culture is determined when a group of people lives in the same environment, attitudes, and behavior (Aldrin & Yunanto, 2019). Organizational culture is an organizational system in which there are meanings, values, and beliefs that become a reference for acting and differentiate one organization from another (Arumi et al., 2019). It is a collection of ideologies, philosophies, values, behavior, attitudes, and norms that apply in an organization (El Badawy et al., 2016). Culture has an important role in company performance. It is stated that a strong organizational culture becomes a company's competitive strength (Lekgothoane et al., 2020).

Organizational culture will always be associated with positive behavior. Consistent implementation of culture will be the primary value of the organization. It will comprehensively regulate the members' attitudes according to the primary business processes. Members will understand how positive behavior follows a culture that has become a habit in the organization. Philosophy, habits, and decision-making processes establish the organizational culture. The successful implementation of organizational culture will affect organizational citizenship behavior (Kerdpitak & Jermstittiparsert, 2020; Susita et al., 2020). Therefore, organizations' attention will center on evaluating the prevailing culture and adjusting it to business needs.

Several studies have shown that organizational culture affects organizational citizenship behavior (Harwiki, 2016; Jeong et al., 2019; Khan et al., 2020). Organizational culture is expected to be able to shape positive employee behavior according to company values. Professionalism and discipline can form positive behaviors to increase morale for work. Therefore, the research hypothesis is as follows:

H3: Organizational culture affects Organizational Citizenship Behavior

RESEARCH METHOD

This study revealed the relationship between variables using statistical tools. The data collection process employed surveys and questionnaires. A survey is a research method with an information collection system used to conclude a research problem (Sugiyono, 2017). This is a necessary part of the research process since it gathers various information according to research needs. The questions in the survey instrument are usually arranged in a self-administered questionnaire and filled in by respondents in a self-administered manner either on paper or via computer (Sekaran & Bougie, 2016). In this study, they were used as primary data. Furthermore, secondary data gotten from previous studies were also used to strengthen the primary one.

The samples in this study were 100 employees from three associations of general contractors for the State Electricity Company, namely AKLI, ASKOMELIN, and AKLINDO. This research used the purposive sampling technique in data collection. The criterion for respondents is the electrical contractors who are members of professional organizations. These respondents were considered capable of answering research questionnaire questions about organizational citizenship behavior. Partial Least Square (PLS) was used as a statistical method. This tool explained the relationship between job satisfaction, organizational culture, and organizational commitment toward organizational citizenship behavior.

The questionnaire, as a measuring tool, was arranged based on the operationalization of the variables. The statements were measured using a Likert scale, with an assessment range from 1 (one), strongly disagree, to 5 (five), strongly agree. The Likert scale explains how much the subject agrees with the attitudes, opinions, and perceptions of a person or group of people about social phenomena, which are stated in a statement with a scale consisting of five measurement points. The analysis tool used is Partial Least Square. The analysis process began with testing the validity and reliability. The tools were Cronbach alpha, rho-a, composite reliability, and average variance extracted. R-Square and T-test were employed as variable analysis tools. Hypothesis testing proved the relationship between variables separately with the T-test. The three variables were made as implications for organizational citizenship behavior. This interpretation explained the relationship between variables. Organizational citizenship behavior showed how job satisfaction, organizational culture, and organizational commitment provided a significant change in behavior for the electrical contracting profession. Below is the research model to be analyzed:

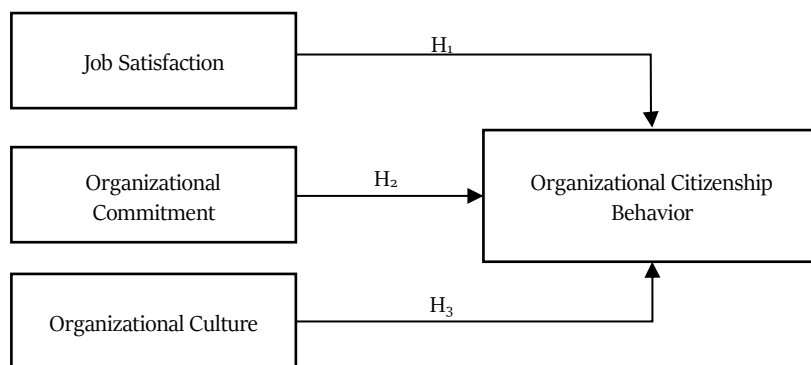


Figure 1. Research Model

The model assumes that job satisfaction, organizational commitment, and organizational culture affect organizational citizenship behavior. Job satisfaction is expected to be able to produce professional, responsible, and capable employee behavior. Organizational commitment can provide tools and resources to carry out all policies consistently. Commitment can be formed in how an organization carries out all procedures and regulations simultaneously. Organizational culture plays a role in the process of implementing business values. Therefore, these three variables are expected to have positive implications on organizational citizenship behavior. Below are the indicators used in the study:

Table 1. Variables Indicators

| Variables | Indicator | Sources |
|-------------------------------------|---|---|
| Job Satisfaction | I feel satisfied if the company provides a high salary (JS1) | (Djaelani et al., 2020; Soelton, 2020) |
| | Employees will get a bonus/reward when achieving a targeted performance result (JS2) | |
| | The company has assigned employees according to competence (JS3) | |
| | Challenges at work can lead to morale (JS4) | |
| | Every employee has the same opportunity in career advancement (JS5) | |
| | I feel comfortable working here because of many opportunities to develop my career (JS6) | |
| | The company prepares the development of a clear career path to increase employee morale (JS7) | |
| | I feel happy with the working environment conditions that are conducive to increasing work productivity (JS8) | |
| | I have colleagues who are fun and able to build teamwork (JS9) | |
| Organizational Commitment | I am willing to give my best contribution to help the success of the organization (OC1) | (Utami et al., 2021; Zariyah & Sari, 2020) |
| | I feel comfortable and happy by giving a high commitment to continue working long term (OC2) | |
| | I feel emotionally attached to the organization and have a high sense of ownership (OC3) | |
| | I am satisfied with the incentives, comfort, facilities, and various other benefits to continue working long-term (OC4) | |
| | I feel fortunate to continue to survive and generate high commitment in advancing the organization's business (OC5) | |
| | I have high loyalty to the organization in a variety of better offerings in other companies (OC6) | |
| | I care about the fate of the company and make the best contribution (OC7) | |
| | I feel responsible for achieving company goals (OC8) | |
| | Loyalty and ownership are important for every employee (OC9) | |
| Organizational Culture | Employees are motivated to be creative and innovative (OCL1) | (Hartadi et al., 2020; Riyanto & Hapsari, 2020) |
| | Employees are motivated to try new things (dare to take risks) (OCL2) | |
| | Employees carry out their work carefully (OCL3) | |
| | Employees carry out work in detail or down to small things (OCL4) | |
| | Employees always maintain a good quality of work (OCL5) | |
| | Employees are motivated to produce output from a large number of jobs (OCL6) | |
| | Employees are free to do their jobs in their way (OCL7) | |
| | The organization positions its employees as respected members of the organization (OCL8) | |
| | The organization always considers all decisions to not harm employees (OCL9) | |
| Organizational Citizenship Behavior | Organizations always design job desc (workload) on a group basis (OCL10) | (Currall & Organ, 1988; Organ, 2015; Tambe & Meera, 2014) |
| | I sincerely help work colleagues without reward (OCB1) | |
| | I once replaced a co-worker who was absent / taking a break (OCB2) | |
| | I am willing to work overtime to help colleagues without additional wages (OCB3) | |
| | I feel satisfied in my heart when my work is completed on time (OCB4) | |
| | I will complete every task given with full responsibility (OCB5) | |
| | I dare to take any risk to be responsible and carry out the results of the joint meeting decisions (OCB6) | |
| | I am always involved in company functions (OCB7) | |

| Variables | Indicator | Sources |
|-----------|---|---------|
| | I once invited my coworkers to have lunch together and share about the obstacles or problems faced in completing their assignments (OCB8) | |
| | I once reminded my friends not to forget to complete their assignments (OCB9) | |
| | I am easy to adapt to changes that occur within the company (OCB10) | |
| | I never complain about company duties and policies (OCB11) | |
| | I will carry out all kinds of company policies with any changes (OCB12) | |
| | I work professionally (OCB13) | |
| | I am ready to be placed anywhere as a challenge and additional experience (OCB14) | |
| | I have always had high optimism in advancing my career (OCB15) | |

RESULTS

The process began with explaining the respondent's profile. The data collecting process was conducted through a questionnaire distributed via a google form. The respondents were 100 employees working in associations engaged in the development of electric power. Below is the respondent's profile:

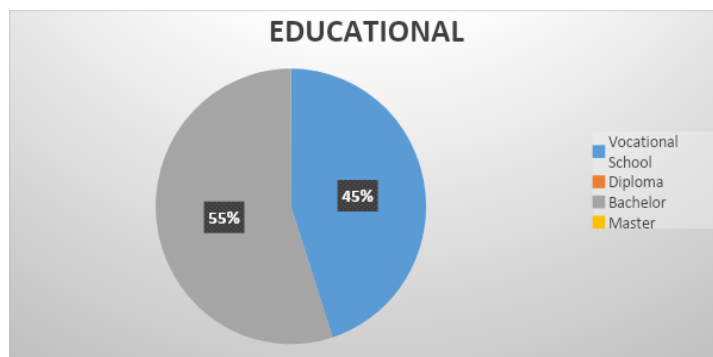


Figure 2. Educational Degree

The respondents are dominated by workers who have a Bachelor's degree by 55%; the rest come from vocational schools by 45%. Different educational backgrounds deserve to be used as research respondents. This illustrates that the electrical contracting profession prioritizes field technical skills according to work standards.

The respondents' ages are around 41-50 years (48%), 31-40 years (27%), and 20-30 years (25%). The majority of respondents are still in their productive period so that they can answer the research questionnaire. The data also shows that respondents have high working experience so that they can provide comprehensive answers. The research respondents claim that they know the implementation of OCB through job satisfaction, culture, and organizational commitment. After analyzing the respondents' profiles, Partial Least Square was used as a statistical tool to analyze the research questions.

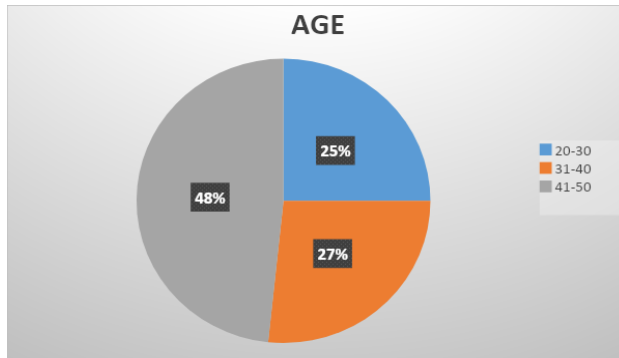


Figure 3. Age

Partial Least Square

This study analyzes the implications of three variables (job satisfaction, organizational culture, and organizational commitment) on positive behavior through OCB. The initial stage is to check the suitability of indicators on all research variables. The indicator used is outer loading > 0.7 (Salkind, 2015). Below is a table of the results of the outer loading values:

Table 2. Outer Loading Variables

| Indicator | Job Satisfaction | Organizational Citizenship Behavior | Organizational Commitment | Organizational Culture |
|-----------|------------------|-------------------------------------|---------------------------|------------------------|
| JS1 | 0.909 | | | |
| JS2 | 0.797 | | | |
| JS3 | 0.848 | | | |
| JS4 | 0.854 | | | |
| JS5 | 0.894 | | | |
| JS6 | 0.839 | | | |
| JS7 | 0.862 | | | |
| JS8 | 0.873 | | | |
| JS9 | 0.878 | | | |
| OC1 | | | 0.848 | |
| OC2 | | | 0.866 | |
| OC3 | | | 0.877 | |
| OC4 | | | 0.842 | |
| OC5 | | | 0.877 | |
| OC6 | | | 0.896 | |
| OC7 | | | 0.876 | |
| OC8 | | | 0.841 | |
| OC9 | | | 0.868 | |
| OCB1 | | 0.897 | | |
| OCB2 | | 0.833 | | |
| OCB3 | | 0.944 | | |
| OCB4 | | 0.878 | | |
| OCB5 | | 0.867 | | |
| OCB6 | | 0.893 | | |
| OCB7 | | 0.900 | | |
| OCB8 | | 0.880 | | |
| OCB9 | | 0.907 | | |
| OCB10 | | 0.927 | | |

| Indicator | Job Satisfaction | Organizational Citizenship Behavior | Organizational Commitment | Organizational Culture |
|-----------|------------------|-------------------------------------|---------------------------|------------------------|
| OCB11 | | 0.909 | | |
| OCB12 | | 0.909 | | |
| OCB13 | | 0.871 | | |
| OCB14 | | 0.883 | | |
| OCB15 | | 0.893 | | |
| OCL1 | | | | 0.814 |
| OCL2 | | | | 0.743 |
| OCL3 | | | | 0.861 |
| OCL4 | | | | 0.865 |
| OCL5 | | | | 0.847 |
| OCL6 | | | | 0.871 |
| OCL7 | | | | 0.880 |
| OCL8 | | | | 0.841 |
| OCL9 | | | | 0.887 |
| OCL10 | | | | 0.892 |
| OCL11 | | | | 0.856 |
| OCL12 | | | | 0.868 |
| OCL13 | | | | 0.814 |
| OCL14 | | | | 0.802 |
| OCL15 | | | | 0.893 |

The table above explains that all outer loading values on the variable indicator are > 0.7. It indicates that all variable indicators can be used in the research model. Job satisfaction indicators (JS1-JS9), organizational commitment (OC1-OC9), Organizational Citizenship Behavior (OCB1-OCB15), and organizational culture (OCL1-OCL15) can represent the research variables. Thus, they can be used for the next process, namely the analysis of validity and reliability. Cronbach alpha, RhoA, and composite reliability values greater than 0.7 were employed as measurement tools. The average variance extracted (AVE) value must be greater than 0.6. The table below contains the results of the validity and reliability analysis process:

| Table 3 Validity & Reliability | | | | |
|--------------------------------|----------------|-------|-----------------------|-------|
| Variables | Cronbach Alpha | RhoA | Composite Reliability | AVE |
| Job Satisfaction | 0.965 | 0.966 | 0.969 | 0.739 |
| Org. Citizenship Behavior | 0.982 | 0.982 | 0.983 | 0.747 |
| Org. Commitment | 0.957 | 0.958 | 0.963 | 0.742 |
| Org. Culture | 0.971 | 0.973 | 0.974 | 0.731 |

The table shows that all research variables can meet the validity and reliability indicators. All indicators have values above 0.7 (composite reliability, RhoA, & Cronbach alpha) and 0.5 (AVE). It explains that all research indicators are valid and reliable. The next process is the analysis of the research model using Partial Least Square (PLS) with the coefficient of determination, which is shown through the R-Square. Below is the R-Square table:

| Table 4 Coefficient Determination | |
|-----------------------------------|-------|
| R Square | 0.960 |
| R Adjusted Square | 0.959 |

The data shows that the three variables can explain the implementation of positive behavior through OCB with a percentage of 96%. It means that the practice of positive behavior through OCB is close to absolute value. There is no possibility of including other variables in analyzing OCB in this professional organization. Thus, it can be concluded that job satisfaction, culture, and organizational commitment dominate the implementation of OCB.

The next process is testing the hypothesis through the T-test. Below is the T-test table:

| Variables | Original Samples | T-Statistic | P-Values |
|---------------------------|------------------|-------------|----------|
| Job Satisfaction | 0.155 | 1.431 | 0.153 |
| Organizational Commitment | 0.160 | 11.584 | 0.021 |
| Organizational Culture | 0.983 | 13.608 | 0.000 |

The table above shows that the organizational commitment and organizational culture variables have significant effects on Organizational Citizenship Behavior (OCB). The p-values of organizational commitment (0.021) and organizational culture (0.000) are <0.05 . T-Statistic 11,584 (organizational commitment) is higher than T-table 1.98. The T-Statistic 13.608 (organizational culture) is higher than T-table 1.98. Therefore, hypotheses H2 and H3 are accepted, indicating each variable of organizational commitment and organizational culture has a significant effect on Organizational Citizenship Behavior (OCB). All p-values and t-statistics can meet the research standards in answering the hypothesis (Ringle et al., 2020). However, the job satisfaction variable does not affect Organizational Citizenship Behavior (OCB). The p-values and t-statistics do not meet the indicators in answering the research hypothesis. The p-value of 0.153 is higher than 0.05 and the t-statistic 1.431 is lower than t-table 1.98. Therefore, H1 is rejected, indicating job satisfaction does not affect Organizational Citizenship Behavior (OCB).

DISCUSSION

The results of the study explain that organizational commitment and organizational culture affect OCB. Organizations that are able to carry out their commitments can increase the implementation of positive behavior through OCB by 16%. Organizational culture can increase OCB by 98.3%. Thus, these two variables have significant impacts on the implementation of OCB. Each variable can answer the research hypotheses regarding its implementation in electrical professional organizations. However, job satisfaction does not affect OCB. It has indirect implications by 15%.

Research supports the influence of organizational commitment on OCB (Hamzah et al., 2020; Purnama, 2013; I. Putri & Suwandana, 2016; Sylviana et al., 2020). This variable proves that the successful implementation of OCB depends on mutual commitment. The organizational commitment must support the creation of positive behavior. This will determine the effectiveness of business processes comprehensively. However, it must also be supported by the implementation of appropriate organizational culture. The result of this study explains the influence of organizational culture on OCB, which also supports other results by (Efritia & Fahmy, 2018; Hapsari & Riyanto, 2020; Wasiman, 2020; Wuisan et al., 2020). Applying the right culture will result in the effectiveness of business processes according to the organization's expectations. All members of the profession are expected to be able to implement a professional and trusted work culture in meeting the organization's expectations. Organizational culture has a significant impact on OCB and has the highest implications compared to the other two variables.

However, job satisfaction does not affect OCB. This is different from previous research which concludes that job satisfaction has positive implications (Fitrio et al., 2019; Heriyadi et al., 2020; P Prasetyo et al., 2017; Yuliani & Katim, 2017). This research, however, does not support the implications of job satisfaction on implementing positive behavior through OCB, but it indirectly increases OCB with a percentage of 15%. This will be the organization's focus to continuously improve job satisfaction of all members of the profession in generating business effectiveness. Overall evaluation of the required capacity and competency development programs according to business challenges will be needed. In short, the findings of this study adds to the scientific evidence that the implementation of OCB is necessary to generate positive behavior for members of the profession through organizational commitment and organizational culture. As for job satisfaction, the organization must increase the feeling of job satisfaction in order to maintain the quality of work results.

The indicators can manifest the implementation of OCB. Organizational culture implies how culture is necessary for fostering cooperation, responsibility, professionalism, and teamwork. They are needed to generate positive behavior for all employees. The application of OCB requires a high work culture (Kontoghiorghe, 2016; Sadri, 2014; Warrick et al., 2016). This variable can provide a significant change from the application of positive behavior through OCB in electrical professional organizations. Differences in culture and character are substantial challenges in adopting a culture of responsibility and adaptability to fast-paced business changes.

Building commitment is another substantial component in implementing OCB. The indicators used include the provision of work facilities, support for career development, a competitive reward system, employee motivation stimulus, and a conducive work environment. All indicators can represent organizational commitment. Although its implications for OCB are relatively small, this component is necessary for implementing changes in employee work patterns. Facilities and the environment can support the psychological aspects of employees in completing work (Massoudi & Hamdi, 2017; Nasidi et al., 2019; E. M. Putri et al., 2019). Career development support will encourage employee loyalty and a high commitment to work productively for the success of the organizational goals (Agba et al., 2010; Katharina L.P.P., 2020; Saluy & Kemalasari, 2017). The competitive reward system must be applied consistently to maintain employee morale stability.

Job satisfaction does not affect OCB (Sedarmayanti & Kuswanto, 2013). The indicators used include salaries, employee development programs, coworker support, and job challenges that have not been able to represent job satisfaction. It can be seen that job satisfaction has an indirect effect of only around 15%. Thus, organizations must have the awareness that increasing job satisfaction using OCB will have a very positive impact on work results. Increased job satisfaction can provide positive emotions and a more focused work focus according to job targets. Therefore, this variable should be of concern to the organization to improve employee job satisfaction.

CONCLUSION

The research concludes that the commitment and culture of an organization have significant impacts on the implementation of positive behavior through OCB. All indicators can represent the implications of OCB implementation in electrical professional organizations. The application of these two variables will significantly increase the OCB implementation. Employee work patterns will continue to change according to the demands of the organization's business.

Although the job satisfaction impact toward OCB is found low, this will be a comprehensive evaluation to intensify the positive behavior application of positive behavior through OCB in professional organizations. The ability to fulfill commitments and implement organizational culture

will be able to increase organizational effectiveness. The organization must be able to increase member satisfaction to carry out work in a professional manner.

MANAGERIAL IMPLICATION

The application of Organizational Citizenship Behavior requires two major components, namely commitment and organizational culture. These two components can make significant changes to produce a high-performing, focused, productive behavior. Organizational culture will play a primary role in implementing business values to consumers. Every business transaction carried out must be accompanied by employee professionalism and responsibility for the work result.

Meanwhile, organizational commitment is needed to provide the facilities required by employees. The comfort of the work environment, employee career development, job diversity, and job facilities will increase employee productivity. The organization must support and enhance employee involvement in the business development process. If an organization can maintain its commitment professionally, employees will make the best contribution to the company's business. In the end, the electricity business in this case can provide excellent service for all consumers.

Job satisfaction should be a concern for the electrical professional organization. Low job satisfaction levels will cause problems in the organization's business processes. The organizations must provide a significant role for employees through a competitive salary system, reward & punishment according to employee contributions, and freedom in doing job innovation. Employees who are satisfied while working in an organization will have high loyalty for long-term business progress. Therefore, job satisfaction is a retention strategy for employees who have the best talents and performance for the company's business.

The application of OCB can also result in effectiveness and efficiency. The business process must be carried out simply and as needed depending on the achievement of targets. This study has a positive implication that the success of OCB implementation is determined by the commitment and organizational culture that will determine the success of the OCB. All members of the profession can carry out all standards and regulations professionally. The spirit of togetherness and high consistency greatly determines the sustainability of professionalism carried through the implementation of OCB.

The positive implication for business is how members of the electrical profession can do their job precisely and professionally. The implementation of OCB will be the key to the success of professional organizations in sheltering all their members. This organization must maintain safety, standards, and quality of work through regulations that have been regulated by the government. The existing regulations can be carried out well through the positive behavior of all members. Therefore, commitment and organizational culture will be the staple keys in implementing OCB.

LIMITATION AND FUTURE RESEARCH

This study focuses on explaining the application of Organizational Citizenship Behavior (OCB) in an electrical professional organization through the roles of three variables, namely organizational commitment, organizational culture, and job satisfaction. It is recommended to observe other variables to develop a relationship analysis of OCB, such as agile leadership, transformational business, and organizational adaptation that can provide research renewal. The program evaluation approach can be used as a new method. After the positive behavior is applied through OCB, then it

can be continued using the same three variables according to the research context. These three variables can be used in other organizations, such as government, philanthropy, and the private sector.

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