

**ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF  
ORGANIZATIONAL CULTURE, JOB SATISFACTION, COMPENSATION, AND  
ORGANIZATIONAL COMMITMENT (Case Studi on Bank Jateng Syariah Employees)**

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**Abstract:** This study aims to examine the effect of Organizational Culture, Job Satisfaction, Compensation, and Organizational Commitment on Organizational Citizenship Behavior. This study uses a quantitative approach with primary data sources. The population and sample used in this study were employees of Bank Jateng Syariah KC Purwokerto, KC Semarang, Sharia Division of Bank Jateng through a saturated sample method of 104 employees. Data collection techniques using questionnaires distributed directly to employees. The data analysis method used is Multiple Linear Regression Analysis using the Stata 17 application. The results of this study show that Organizational Culture, Job Satisfaction, Compensation, and Organizational Commitment simultaneously influence Organizational Citizenship Behavior. Then, Organizational Culture and Organizational Commitment have a positive and significant effect on Organizational Citizenship Behavior. However, Job Satisfaction and Compensation have no effect on Organizational Citizenship Behavior.

**Keywords:** *Organizational Culture, Job Satisfaction, Compensation, Organizational Commitment, Organizational Citizenship Behavior (OCB)*

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## **1. Introduction**

The banking sector is one of the essential sectors for the state and society. Banks are broadly defined as government instrument to maintain monetary and financial economic stability. While the main function of a bank for the community is to collect funds from the public and provide loans and financing which is confirmed in RI Law No.10 of 1998 which reads "Banks are business entities that collect funds from the public in the form of savings and distribute them to the public in the form of credit and/or other forms in order to improve the standard of living of the people at large".

With the development of times and mobility, the banking sector continues to expand the scope of its target market, one of which is by establishing Islamic banking. Indonesia is a country with a majority Muslim population, so the Islamic banking sector is felt to have the potential to develop as one of the Islamic finance industries. The development of Islamic banking in Indonesia has proven quite massive. According to data from the Financial Services Authority as of May 2022, 12 Sharia Commercial Banks, 21 Sharia Business Units, and 165 Sharia People's Financing Banks have been established throughout Indonesia. In addition, the total assets of Islamic banking also reached IDR 680 trillion with asset growth of 13.69% year on year.

In terms of quantity, the Islamic banking sector in Indonesia has shown positive growth. However, when compared to conventional banking, Islamic banks are still lagging behind, especially in their contribution to sustainable economic growth. It was recorded that according to data from the Financial Services Authority as of September 2021, the Islamic banking industry only contributed a market share of 6.52% compared to conventional banking which contributed 93.48%. According to Trimulato (2018), one of the causes of the defeat of Islamic banking in competing with conventional banking is the lack of maximum quality of human resources. Therefore, decision-making and strategies related to improving the quality of human resources must be considered.

Every organization or company requires qualified human resources. Human resources according to (Sunarsi, 2019) are one of the key factors in competition, namely how to create qualified human resources who have skills and are highly competitive in local and global competition which has so far been neglected. According to Hamsani et al. (2017), there are 4 competencies that reflect the quality or not of an organization's resources, namely functional abilities, behavior abilities, core abilities, and role abilities. Functional abilities are abilities related to understanding, knowledge, and expertise in the field of sharia/muamalah transactions. Behavioral abilities include work ethic and employee personality. Core ability relates to the employee's ability to understand and obey the culture and habits of the organization. Role ability, namely the ability of employees to show their roles in the organization, especially the role of extra roles or what is commonly called Organizational Citizenship Behavior.

Organizational citizenship behavior or OCB according to Luthans (2010) is defined as extra-role behavior or behavior in organizations that do not directly receive rewards from the formal reward system. Simply put, OCB is an act of discretion by employees that falls outside their formal job description. Employees are voluntary and happy to do work outside of their duties to help the organization or company cope with changes and unforeseen economic circumstances. The role of OCB is also quite important in several studies such as reducing turnover intention in Setiadi & Ariefiara (2022), improving service performance in Muafi et al. (2021) improves employee performance in Sani & Ekowati (2020), and describes the identity of an organization in Kuncoro & Wibowo (2019). Seeing the important role of Organizational Citizenship Behavior, strategies related to OCB implementation need to be considered. Wirawan (2014) states that several factors can affect OCB, namely Organizational Culture, Job Satisfaction, Organizational Justice such as Compensation, and Organizational Commitment.

Good organizational culture such a harmonious and conducive working atmosphere according to Rini et al. (2013) can increase the sense of citizenship towards the organization. According to Paais & Pattiruhu (2020), organizational culture is a habit that applies to an organization. Every organization has different patterns and habits. Employees who match the culture adopted by the organization will certainly be comfortable and feel at home in the company and will improve company performance. Organizational culture according to Asrunputri et al. (2020) are important elements that can influence employees in terms of thinking and behaving, in which there are organizational values and guidelines that can guide employees to achieve organizational goals. According to the theory of organizational behavior from Robbins & Judge (2015), strong organizational culture and values will be adhered to intensively and have a great influence on how members of the organization behave, one of which is organizational citizenship behavior. The results of research conducted by Hasanah et al. (2018), Ameer (2017), Kristiani et al. (2019), and Mahardika & Wibawa (2018) state that organizational culture has a positive and significant influence on organizational citizenship behavior.

The creation of organizational citizenship behavior also depends on the job satisfaction of each individual. According to Anwar & Qadir (2017), job satisfaction is how the attitude of

employees towards their work. On the one hand, people like to work and consider work as an important part of life. On the other hand, some people realize that their job is not fun and work only because they have to. It is important to know the level of satisfaction at work for various reasons according to Smith et al. (2020). A person with a high level of satisfaction shows a positive and supportive attitude towards their job and work environment. Conversely, someone who is dissatisfied with his job will show a negative attitude towards his work, based on Nurjanah et al. (2020). In his book, Robbins & Judge (2015) assumes that job satisfaction is one of the main determinants of Organizational Citizenship Behavior, satisfied workers will speak positively of the organization, help others, and exceed normal expectations at work. The results of research by Subardjo & Tentama (2020), Anggita & Ardana (2020), and Regen et al. (2022) shows that job satisfaction has a positive and significant effect on organizational citizenship behavior

Compensation is also a factor that can support the creation of OCB. Compensation is one of the main things that employees need as human beings to fulfill their life needs. According to Hasibuan (2017), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. The reward or compensation system is based on the theory of organizational support by Shore & Wayne (1993) which states that organizational support such as appreciation and compensation that employees get will make employees feel motivated. Those who are supported by the organization will provide feedback in the form of the best performance by engaging in organizational citizenship behavior. The results of research from Rahman & Chowdhuri (2018), Suryaman & Bayudhirgantara (2020), Khan & Hossain (2020), and Tan & Tarigan (2017) concluded that compensation has a positive and significant effect on organizational citizenship behavior.

Another factor that can influence OCB is organizational commitment. Organizational commitment according to Wahyudi & Salam (2020) is an attitude and work behavior that is in accordance with the provisions set by the organization. Employees have attitudes that are in line with the vision, mission and goals of the organization. Juaneda-Ayensa et al. (2017) added that organizational commitment is important to recognize the resulting relationship between individuals & organizations that drives the desire to achieve the best organizational performance. Wibowo (2015) also concluded that a strong organizational commitment in a person will make the individual try well to carry out the task in order to achieve organizational goals and be willing to do work that is outside of his work description for the sake of mutual progress. The theory of organizational behavior from Luthans (2010) believes that organizational commitment is closely related to OCB, where commitment can support employees to behave in extra roles such as being good team members and willing to help. According to previous research from Kartika & Pienata (2020), Purwanto et al. (2021), Musringudin et al. (2017), Nurjanah et al. (2020), and Aledeinat & Alrfou (2017) all concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior.

This research was conducted by exploring further the factors that influence organizational citizenship behavior in the banking sector. This research was conducted with the aim of knowing the effect of organizational culture, job satisfaction, compensation and organizational commitment on organizational citizenship behavior at Bank Jateng Syariah. Based on the description above, the hypothesis in this study is:

- H1: organizational culture, job satisfaction, compensation, and organizational commitment simultaneously have a significant effect on organizational citizenship behavior.
- H2: organizational culture has a positive and significant effect on organizational citizenship behavior

- H3: job satisfaction has a positive and significant effect on organizational citizenship behavior
- H4: compensation has a positive and significant effect on organizational citizenship behavior
- H5: organizational commitment has a positive and significant effect on organizational citizenship behavior

## **2. Research Methods**

This study uses a quantitative approach. The population in this study were employees of Bank Jateng KC Syariah Purwokerto, Bank Jateng KC Syariah Semarang, and the Sharia Division of Bank Jateng, totaling 104 employees. The sampling technique that will be used in this study is the saturated sample method where the sampling method is carried out by means of all populations being used as samples. The data used is primary data where the data collection technique is through a questionnaire. The questionnaire used is a closed questionnaire, in which statements have been provided for alternative answers. So, the respondent can immediately answer what the respondent wants. Each respondent's answer choices are given a value which is arranged in level based on a Likert Scale. The location of the research was conducted in 3 branch offices of Bank Jateng Syariah, namely the Semarang, Purwokerto, and sharia divisions of Bank Jateng.

The dependent variable in this study is Organizational Citizenship Behavior. The independent variables in this study are Organizational Culture, Job Satisfaction, Compensation, and Organizational Commitment. The variable indicators used in this study are as follows:

No.	Variable	Operational Definition	Indicator
1.	Organizational Citizenship Behavior (Y)	The attitude of organizational members who voluntarily do work that exceeds the standard assignment	1. Altruism, 2. Conscientiousness, 3. Sportsmanship, 4. Courtesy, 5. Civic virtue. (Organ et al., 2006)
2.	Organizational Culture (X1)	a system of shared meanings & perceptions carried out and embraced by members that distinguishes the organization from other organizations	1. Innovation and Risk Taking, 2. Attention to detail, 3. Outcome Orientation, 4. People Orientation, 5. Team Orientation, 6. Agressiveness, 7. Stability. (Robbins & Judge, 2015)
3.	Kepuasan Kerja (X2)	psychological feelings of a worker in the work environment towards his work	1. work itself, 2. supervision, 3. pay, 4. promotion, 5. co-workers. (Luthans, 2010)
4.	Kompensasi (X3)	any form of reward from the organization	1. wages, 2. incentive, 3. allowance, 4. facility. (Rivai, 2018)
5.	Komitmen Organisasi (X4)	the behavior of employees who take sides and dedicate themselves in an	1. affective commitment, 2. normative commitment,

	organization.	3. continuance commitment. (Meyer & Herscovitch, 2001)
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The analytical tool used is the Stata 17 application. The data analysis techniques used are instrument testing, classical assumption testing, and hypothesis testing. Instrument test includes validity test and reliability test. The results of the validity test showed that all statement items in the questionnaire were declared valid and reliable so that the questionnaire could be used as a tool for collecting data. Then, the classical assumption test includes the normality test, multicollinearity test, and heteroscedasticity test. The hypothesis test used is multiple linear analysis, partial test, simultaneous test, and the coefficient of determination ( $R^2$ ).

### **3. Results & Discussion**

#### **3.1. Results**

##### **a. Characteristics of Respondents**

Table 1.  
Characteristics of Respondents

Characteristics of Respondents	Frequency (n=104)	Percentage (100%)
Gender		
Male	57	54.8%
Female	47	45.2%
Age		
20-30 years old	38	36.5%
31-40 years old	41	39.4%
41-50 years old	17	16.3%
>51 years old	8	7.7%
Marital status		
Married	69	66.3%
Not married yet	35	33.7%
Level of education		
High School	5	4.8%
Diploma	2	1.9%
Bachelor	88	84.6%
Master	8	7.7%
Doctor	1	1%
Length of work		
1-5 years	39	37.5%
6-10 years	41	39.4%
11-15 years	7	6.7%
16-20 years	8	7.7%
>20 years	9	8.7%

Source: processed primary data, 2022

Based on the results of the frequency distribution, it can be concluded that the majority of respondents were male (54.8%), aged 31-40 years (39.4%), married (66.3%), graduated from bachelor degree (84.6%), and had a past 6-10 years of employment (39.4%).

**b. Instrument Test****1. Validity test**

Based on the results of the validity test concluded that all questionnaire statements from variables (X) and variables (Y) have a correlation value above the r table value ( $> 0.1622$ ) so it can be said that the questionnaire statements are items from variables (X) and variables (Y) declared valid and can be used to measure the variables that have been studied.

**2. Reliability test**

The results of the reliability test stated that the variables of organizational culture (X1), job satisfaction (X2), compensation (X3), organizational commitment (X4), and organizational citizenship behavior (Y) were each reliable because they had Cronbach's alpha values above 0,70. So that this variable can be used to continue further research.

**c. Classic Assumption Test****1. Normality test**

Table 2.  
Normality Test Results

Variable	Prob>chi2	Conclusion
data_residual	0.1011	Normal

Source: processed primary data, 2022

From the results of the normality test using the Skewness and Kurtosis test, it can be concluded that the primary data used is normally distributed because it has a significance value greater than 0.05, which is equal to 0.1011.

**2. Multicollinearity test**

Table 3.  
Multicollinearity Test Results

Variable	Tolerance (1/VIF)	VIF	Conclusion
Organizational Culture (X1)	0.169332	5.91	Free of Multicollinearity Symptoms
Job Satisfaction (X2)	0.229328	4.36	Free of Multicollinearity Symptoms
Compensation (X3)	0.304878	3.28	Free of Multicollinearity Symptoms
Organizational Commitment (X4)	0.625280	1.60	Free of Multicollinearity Symptoms

Source: processed primary data, 2022

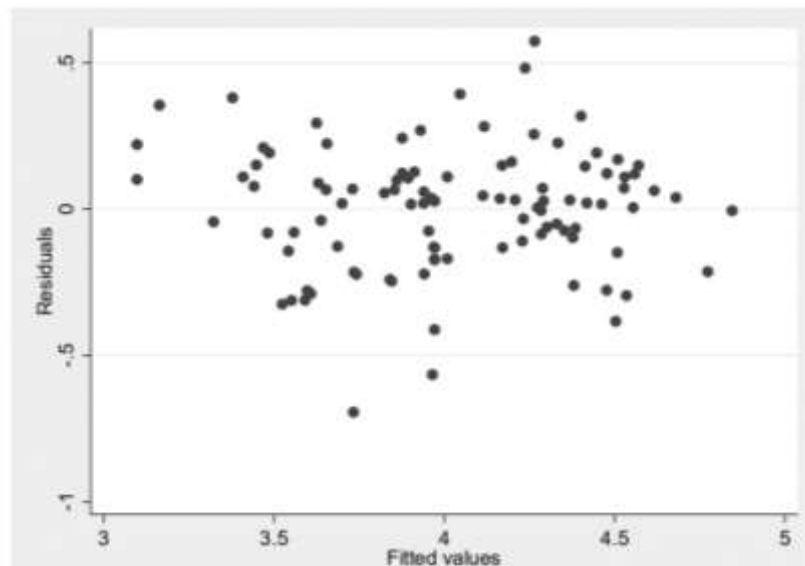
From the multicollinearity test it can be interpreted that the tolerance value of all variables is above 0.10 and the VIF of all variables is below 10. This means that there is no multicollinearity in the data so that it can be continued in further analysis.

**3. Heteroscedasticity Test**

Table 4.  
Heteroscedasticity Test Results

Prob>chi2	Conclusion
0.1982	Free of Heteroscedasticity Symptoms

Source: processed primary data, 2022



Source: processed primary data, 2022

Figure 1

The test results using the Breusch–Pagan/Cook–Weisberg test show that the significance value of all variables is above 0.05, which is 0.1982. Then, it can also be seen in the scatterplot graph which shows the points spread randomly and spread both above and below the number 0 on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model. The regression model is feasible to use to predict organizational citizenship behavior variable based on the input of independent variables which include organizational culture, job satisfaction, compensation, and organizational commitment.

#### d. Hypothesis testing

##### 1. Multiple Linear Regression Analysis

Table 5.

Results of Multiple Linear Regression Analysis

Independent Variable	B Coefficient	Standard Error
Constant	0.4788974	0.2014201
Organizational Culture (X1)	0.6014249	0.0923361
Job Satisfaction (X2)	0.1115828	0.0970261
Compensation (X3)	0.0175062	0.0650969
Organizational Commitment (X4)	0.1426746	0.0569675

Source: Processed primary data, 2022

##### 2. Simultaneous test (F test)

Table 6.

Simultaneous Test Results

Dependent Variable	F count	F table	Prob > F	Conclusion
Organizational Citizenship Behavior (Y)	85.50	2.46	0.000	Significant Effect

Source: Processed primary data, 2022

Based on the results above, it shows that F count is  $85.50 > F_{\text{table}} 2.46$  with a significance level of  $0.000 < 0.05$ . This shows that the independent variables namely organizational culture, job satisfaction, compensation, and organizational commitment together have proven to have a significant influence on OCB. So that the first hypothesis which states that organizational culture, job satisfaction, compensation, and organizational commitment simultaneously have a positive and significant effect on organizational citizenship behavior is accepted.

### 3. Partial test (t test)

Table 7.  
Partial Test Results

Independent Variable	t count	t table	$P >  t $	Conclusion
Organizational Culture (X1)	6.51	1.98447	0.000	Positive & Significant
Job Satisfaction (X2)	1.15		0.253	Positive & Significant
Compensation (X3)	0.27		0.789	Positive & Significant
Organizational Commitment (X4)	2.50		0.014	Positive & Significant

Source: Processed primary data, 2022

Based on the test results, several conclusions can be drawn as follows:

#### **a. Partial test Organizational Culture (X1) towards Organizational Citizenship Behavior (Y)**

Partial test results obtained t value of 6.51 greater than t table of 1.98447, sig. 0.00 is less than 0.05, and the t-count is positive. So the second hypothesis which states that organizational culture has a positive and significant effect on organizational citizenship behavior is accepted.

#### **b. Partial test Job Satisfaction (X2) towards Organizational Citizenship Behavior (Y)**

Partial test results obtained t value of 1.15 which is smaller than t table of 1.98447 and a sig. 0.253 is greater than 0.05. So the third hypothesis which states that job satisfaction has a positive and significant effect on organizational citizenship behavior is rejected.

#### **c. Partial test Compensation (X3) towards Organizational Citizenship Behavior (Y)**

Partial test results obtained t value of 0.27 which is smaller than t table of 1.98447 and a sig. 0.789 is greater than 0.05. So the fourth hypothesis which states that compensation has a positive and significant effect on organizational citizenship behavior is rejected.

#### **d. Partial test Organizational Commitment (X4) towards Organizational Citizenship Behavior (Y)**

Partial test results obtained t value of 2.50 greater than t table of 1.98447, sig. 0.014 is smaller than 0.05, and the t-count is positive. So that the fifth hypothesis which states that organizational culture has a positive and significant effect on organizational citizenship behavior is accepted.

#### 4. Coefficient of Determination Test ( $R^2$ )

Table 8.

Coefficient of Determination  $R^2$  Test Results

Model Summary	
R Square	0.7755

Source: Processed primary data, 2022

Based on the table above, an R Square value of 0.7755 is obtained so it can be interpreted that the four independent variables include organizational culture, job satisfaction, compensation, and organizational commitment able to explain the variation of changes in organizational citizenship behavior variable of 77.5%, while the rest 22.5% is explained by other variables outside this research model.

### 3.2. Discussion

#### a. The Influence of Organizational Culture, Job Satisfaction, Compensation, and Organizational Commitment to Organizational Citizenship Behavior

Based on the simultaneous regression analysis test, it is known that the variables of organizational culture, job satisfaction, compensation, and organizational commitment together have a significant effect on organizational citizenship behavior variables at Bank Jateng Syariah. This is shown from the results of calculating the F count of  $85.50 > F_{\text{table}} 2.46$  with a significance level of  $0.000 < 0.05$ . So, with an appropriate and internalized organizational culture within employees, supported by high level of job satisfaction, and with a good reward or compensation system, as well as strong commitment within employees, organizational citizenship behavior at Bank Jateng Syariah will increase.

This research is in line with the leadership theory of Wirawan (2014) that there are at least 10 factors that can affect OCB, namely organizational culture, personality, organizational climate, job satisfaction, organizational commitment, transformational leadership, social responsibility, age, work involvement, and organizational justice. This research is also in line with the research of Zariyah & Sari (2019) which states that organizational culture and organizational commitment simultaneously have a significant effect on organizational citizenship behavior. In addition, it is also in line with the research of Iskandar et al. (2019) which concluded that job satisfaction and organizational commitment simultaneously have a significant effect on organizational citizenship behavior. There is also a significant effect simultaneously between compensation and job satisfaction variables on organizational citizenship behavior according to research by Nafiudin et al. (2022)

#### b. The Influence of Organizational Culture on Organizational Citizenship Behavior

Based on the partial regression analysis test, it is known that organizational culture variables partially have a positive and significant effect on organizational citizenship behavior variables. This is shown from the results of the t count of  $6.51 > t_{\text{table}} 1.98447$  with a significance level of  $0.00 < 0.05$ , and the t count is positive. The direction of the relationship that arises between organizational culture and organizational citizenship behavior is positive. The stronger the internalized organizational culture within the employee and the more appropriate the employee with the existing organizational culture, the higher the employee's OCB. Bank Jateng Syariah has built a good organizational culture by encouraging employees to be innovative and courageous to make decisions, pay attention to details, set maximum outcomes, pay attention to the performance of each employee, support teamwork, create a positive environment & care about organizational regulations, and maintain noble values that are considered good, so that employees voluntarily want to do work outside the formal description. Seeing the positive

influence of organizational culture at Bank Jateng Syariah, the organization must continue to maintain this condition so as to create quality human resources.

This research is in line with the theory of organizational behavior according to Robbins & Judge (2015). According to him, strong organizational culture and values will be adhered to intensively and have a great influence on how members of the organization behave, one of which is organizational citizenship behavior. This research is also in line with the research of Ameer (2017), Hasanah et al. (2018), Mahardika & Wibawa (2018), and Kristiani et al. (2019) showed results that organizational culture has a positive and significant influence on the behavior of organizational members.

### **c. The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Based on the partial regression analysis test, it is known that the variable job satisfaction partially does not affect the organizational citizenship behavior variable. This is shown from the results of the t count of  $1.15 < t \text{ table } 1.98447$  with a significance level of  $0.253 > 0.05$ . The job satisfaction variable in this study shows that job satisfaction is not a variable that can affect OCB. The higher employee job satisfaction, such as work that matches their skills and desires, fair supervision from superiors, rewards received, promotion opportunities, and supportive co-workers have no effect on the OCB. Bank Jateng Syariah employees voluntarily behave in extra roles. Employees in sharia institutions such as Bank Jateng Syariah have instilled the value that every Muslim should be grateful for whatever they get at work and helping others is an obligation for every Muslim, besides they have a low or high level of job satisfaction. Even though job satisfaction has no significant effect, Bank Jateng Syariah still has to improve and pay attention to employee job satisfaction.

This research is not in line with the theory of organizational behavior from Robbins & Judge (2015) which states that job satisfaction is the main determinant of organizational citizenship behavior because employees who are satisfied with their jobs will speak positively about their organization, help co-workers, and work beyond normal expectations or extra-role in his work. This research is in line with previous research conducted by Permatasari et al. (2017), Yolanda & Zusmawati (2019), and Anjarwati et al. (2017) showed that job satisfaction has no effect on organizational citizenship behavior.

### **d. The Effect of Compensation on Organizational Citizenship Behavior**

Based on the partial regression analysis test, it is known that the compensation variable partially has no effect on organizational citizenship behavior variables. This is shown from the results of the t count of  $0.27 < t \text{ table } 1.98447$  with a significance level of  $0.789 > 0.05$ . The compensation variable in this study shows that compensation cannot affect the OCB variable. The system and the amount of wages, incentives, benefits, and facilities provided have no effect on the extra role behavior. Employees voluntarily engage in OCB. Employees in sharia institutions such as Bank Jateng Syariah have instilled the value that sincerity is required in work without expecting reward and helping others is an obligation for every Muslim, regardless of the reward or compensation system of the company. Even though compensation has no significant effect, Bank Jateng Syariah still has to improve and pay attention to the compensation given to employees.

This research is not in line with the theory of perceived organizational support by (Shore & Wayne, 1993) which states that organizational support such as appreciation and compensation that employees get will make employees feel motivated. Those who are supported by the organization will provide feedback or feedback in the form of the best performance by engaging in organizational citizenship behavior. This research is in line with previous research conducted

by Sulastri et al. (2018), Kurniawan et al. (2021), Utami et al. (2022) and Pohan et al. (2021) concluded that compensation has no effect on organizational citizenship behavior

#### **e. The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Based on the partial regression analysis test, it is known that the variable organizational commitment partially has a positive and significant effect on organizational citizenship behavior. This is shown from the results of the calculation of  $t$  count of  $2.50 > t$  table 1.98447 with a significance level of  $0.014 < 0.05$ , and  $t$  count is positive. The direction of the relationship that arises between organizational commitment to organizational citizenship behavior is positive. The stronger the employee's commitment to the organization, the higher the level of OCB. Bank Jateng Syariah employees have a feeling of loyalty to the organization, think that work is a responsibility, and feel work is a necessity. Seeing the positive influence of employee commitment to Bank Jateng Syariah OCB, the company is expected to continue to maintain and increase employee commitment.

This research is in line with the theory of organizational behavior by (Luthans, 2010) which concludes that organizational commitment is closely related to OCB, where commitment can support employees to behave in extra roles such as being good team members and willing to help. This research is also in line with previous research conducted by Kartika & Pienata (2020), Purwanto et al. (2021), Musringudin et al. (2017), Nurjanah et al. (2020), and Aledeinat & Alrfou (2017) show the results that job satisfaction has a positive effect on organizational citizenship behavior.

## **4. Conclusions & Suggestions**

### *Conclusion*

Based on the results of the research that has been done, it can be concluded that:

- a) Organizational Culture, Job Satisfaction, Compensation, and Organizational Commitment simultaneously have a significant effect on Organizational Citizenship Behavior at Bank Jateng Syariah. Appropriate and internalized organizational culture within employees, supported by high level of job satisfaction, and with a good reward or compensation system, as well as strong commitment within employees will increase OCB at Bank Jateng Syariah
- b) Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior at Bank Jateng Syariah. With an appropriate and internalized organizational culture within the employee, the higher the level of employee OCB at Bank Jateng Syariah
- c) Job Satisfaction has no effect on Organizational Citizenship Behavior at Bank Jateng Syariah. The higher or lower the level of employee satisfaction does not affect the level of employee OCB at Bank Jateng Syariah.
- d) Compensation has no effect on Organizational Citizenship Behavior at Bank Jateng Syariah. Whether the reward system is good or bad does not affect the level of employee OCB at Bank Jateng Syariah.
- e) Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior at Bank Jateng Syariah. The stronger the organizational commitment, the higher the level of employee OCB at Bank Jateng Syariah

### *Suggestion*

For further research, based on the coefficient of determination, the adjusted R-square value is 77.5% and the remaining 22.5%. Therefore, it is suggested to expand the object of research by adding or replacing other variables such as organizational climate, leadership style, social responsibility, and work involvement either as independent, moderating, or intervening variables. In addition, it should increase the number of research samples so that they are more representative and describe the condition of the research subjects.

For companies, namely Bank Jateng Syariah, it is hoped that they can maintain a well-implemented organizational culture so as to create a harmonious and conducive work atmosphere. In addition, the commitment of each employee must also be considered because employees with strong commitment and dedication will voluntarily and be happy to do work outside of their duties to help the organization achieve its best performance.

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