



## Effect of organizational culture, job satisfaction and organizational citizenship behavior (OCB) on the performance of camat office employees in Sungai Penuh

Ronal Regen<sup>1</sup>, Fadhlán<sup>2</sup>, Zalmi Pardizal<sup>3</sup>, Yohanes Ikhwan Hadi<sup>4</sup>  
<sup>1,2,3,4</sup>Management, Sekolah Tinggi Ilmu Ekonomi KBP Padang, Indonesia

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### ABSTRACT

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Performance has a very important role because performance is a form of the final result of the process of employees completing their duties. Employees who complete their duties properly and correctly will have high performance. Organizational culture has a very important role for institutions. Organizational culture can be said to be good if it is able to influence all its members to contribute to productivity and effective performance. A good organizational culture and fulfilled employee needs will create job satisfaction and Organizational Citizenship Behavior. This study aims to see the effect of (1) organizational culture on employee performance, (2) job satisfaction on employee performance, (3) OCB on employee performance, and (4) organizational culture, job satisfaction and OCB together on employee performance. The sample in this study amounted to 32 people with the sampling technique was total sampling using multiple linear regression analysis tools. The results of this study indicate that (1) organizational culture has a positive and significant effect on performance, (2) job satisfaction has a positive and significant effect on employee performance, (3) OCB has a positive and positive effect on performance, (4) organizational culture, job satisfaction and OCB simultaneously have a positive and significant effect on performance of camat office employees in sungai penuh.

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#### Corresponding Author:

Ronal Regen,  
Management,  
Sekolah Tinggi Ilmu Ekonomi KBP Padang,  
Jl. Khatib Sulaiman No. 61, Padang, Sumatera Barat, 25173, Indonesia.  
Email: [ronalregen@akbpstie.ac.id](mailto:ronalregen@akbpstie.ac.id)

### 1. INTRODUCTION

Entering the Industrial Revolution 4.0 era marked by digitalization and automation, the world is faced with the phenomenon of rapid and unpredictable environmental changes. In the era of VUCA (volatility, uncertainty, complexity, and ambiguity), an era that is volatile, full of uncertainty, complicated and confusing (Koh et al., 2019; Menda et al., 2018; Petrillo et al., 2018). Changes not only occur within the domestic, regional, but also global scope which directly or indirectly have an impact on changes in the order of life both individually and organizationally. Performance basically focuses on the problem of the planning process, implementation, and also the results obtained after carrying out the work. In

government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been set. (Diphayana, 2018; Hermawanto & Anggraini, 2020)

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Wibowo, 2009). An employee is said to have good performance if the employee is able to produce work results that are equal to or exceed the standards or criteria that have been set together in the agency. Conversely, employees are said to have no performance if the work results are less than the standards or criteria that have been set together. The Sungai Penuh Camat Office has the task of carrying out part of the authority of the district government in its working area, which includes the fields of government, economy, development, people's welfare and community life development as well as other public service affairs submitted by the Regent. from 2020 - 2023 the realization of the achievement of the performance of employees of the Sungai Penuh Camat Office has greatly decreased. The problem that is currently developing is a phenomenon that indicates that employees of the Sungai Penuh Camat Office do not have an optimal level of performance, this is indicated by the non-achievement of performance targets at the Sungai Penuh Camat Office. It is suspected that the decline in employee performance of the Sungai Penuh Camat Office is influenced by organizational culture.

Organizational culture is a set of commonly held beliefs, attitudes and values that arise within an organization, put more simply, culture is the way we do things around here (Sedarmayanti, 2014). According to (Sudarmanto, 2014) organizational culture is the values that guide human resources in carrying out their obligations and also their behavior in the organization. Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of company employees and managers (Syarif, 2022). Organizational culture in one organization can be different from that in another organization which can be seen through the cultural characteristics adopted by the organization itself. However, organizational culture shows the characteristics, traits, and elements contained in organizational culture. According to another opinion, (Stephen P., 2016) there are seven dimensions of cultural characteristics, namely: 1). Innovation and risk taking, 2). Attention to detail, 3). Outcome orientation, 4). People orientation, 5). Team orientation, 6). Aggressiveness, 7). Stability. The results of research conducted by (Muis et al., 2018) (Rosvita et al., 2023) (Ariyanti, 2014); (Nardo, 2022) state that organizational culture has a positive and significant effect on employee performance. Besides organizational culture, job satisfaction is also suspected as a factor affecting employee performance.

Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors. This attitude towards work is the result of a number of specific individual attitudes towards factors in the job, individual self-adjustment, and individual social relationships outside of work so as to create a general attitude of individuals towards the work they face. Job satisfaction is an effective or emotional response to various aspects of work (Mangkunegara, 2006). job satisfaction is an employee's income that is pleasant or not about his job, the feeling is seen from the employee's good behavior towards work and all things experienced in the work environment (Afandi, 2018). Research conducted by (Paparang et al., 2021);(Desi Indrawati, 2013) states that job satisfaction has a positive and significant effect on performance. Apart from organizational culture, job satisfaction, it is suspected that organizational citizenship behavior is also one of the factors that can affect employee performance.

Organizational Citizenship Behavior (OCB) is preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins, 2009). Organizational Citizenship Behavior is as individual behavior that is free (discretionary), which does not directly and explicitly get expectations from the

formal reward system, and which as a whole encourages the effectiveness of organizational functions. It is free, helpful, obedient to the rules, sportsmanship and positive because these behaviors are not required by role requirements or job descriptions that are clearly demanded by contract with the organization; but rather as a personal choice (Mathis & Jackson, 2019). Organizational Citizenship Behavior (OCB) as preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. the effective functioning of the organization. The results of research conducted by (Anwar, 2021);(Afandi, 2018);(Pangkerego, 2023);(Ricky Lukito, 2020) state that Organizational Citizenship Behavior has a positive and significant influence on employee performance.

## 2. RESEARCH METHOD

This type of research uses a quantitative approach. This study tests and analyzes the direct influence between organizational culture on employee performance, satisfaction on employee performance, organizational citizenship behavior (OCB) on employee performance and the joint influence between organizational culture, satisfaction and organizational citizenship behavior. This research was conducted at the full river Camat office. The population in this study were all employees totaling 34 people. The number of samples in this study were 34 people. The sampling method known as total sampling which uses the same number of samples as the population (Sugiyono, 2016, 2021, 2019). The reason for doing a total sample is because the population is below 100, so the entire population is used as a research sample. The type of data used in this study is primary data. The data is processed Structural Equation Model.

## 3. RESULTS AND DISCUSSIONS

### Loading Factor

The results of data processing using SmartPLS produce outer loading for each indicator of each variable studied.

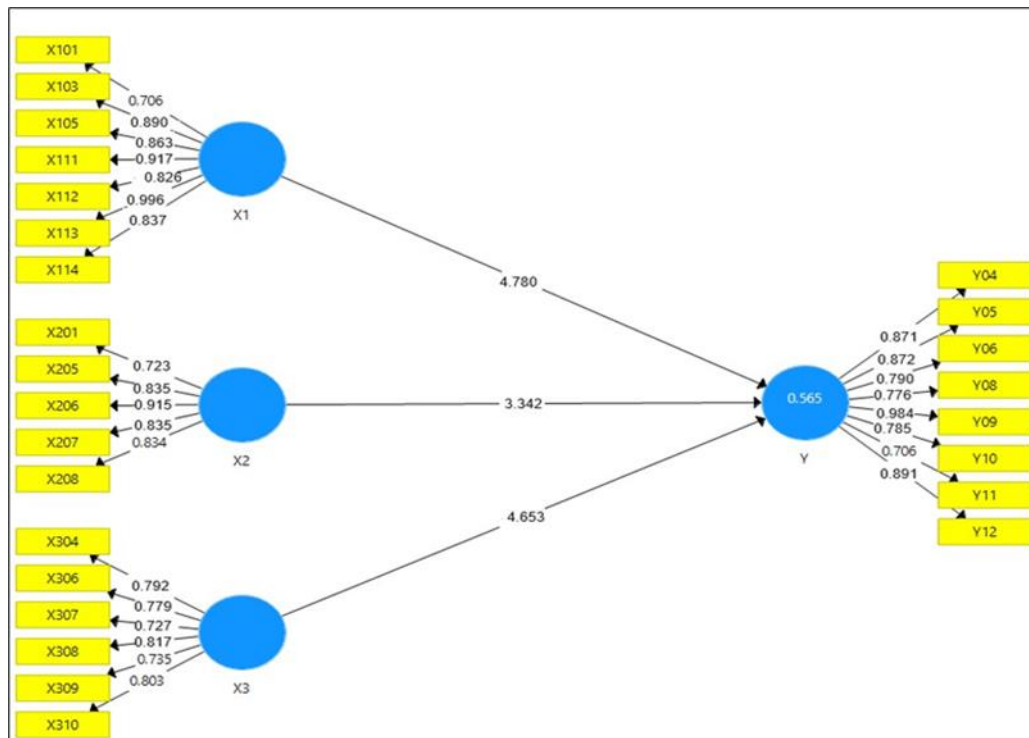


Figure 1. Outer Loading Factor

The first evaluation assesses the loading factor, its function is to show how much the correlation between the indicator and the latent variable is. A reflective indicator should be removed from the measurement model when the loading factor ( $\lambda$ ) value is  $< 0.7$  and then the model is recalculated. If the loading factor ( $\lambda$ ) value is  $> 0.7$ , it is said that the indicator is valid. Indicators with high loading factors have a strong contribution to explaining their latent variables. From the test results, there are several items that are declared invalid then removed and retested and the results are as shown above.

#### Evaluation of Structural Model

Structural model testing is carried out in stages until appropriate results are obtained. Then the complete structural model is estimated by loading the indicators that have been tested in the measurement model analysis. Indicators that have passed the test will be carried out to the structural model stage with bootstrapping techniques. To conduct hypothesis testing, where the t-value generated by running the Bootstrapping algorithm in SmartPLS is used to determine whether or not the proposed hypothesis is accepted. The hypothesis uses a two tailed test, the rule of thumb is the 10% significance level (t statistics 1.65), the 5% significance level (t statistics 1.96) and the 1% significance level (t statistics 2.57). So the hypothesis is accepted when the significance level is smaller than 0.05 or the t-value exceeds the critical value of 1.96 (Hair et al.,2021)

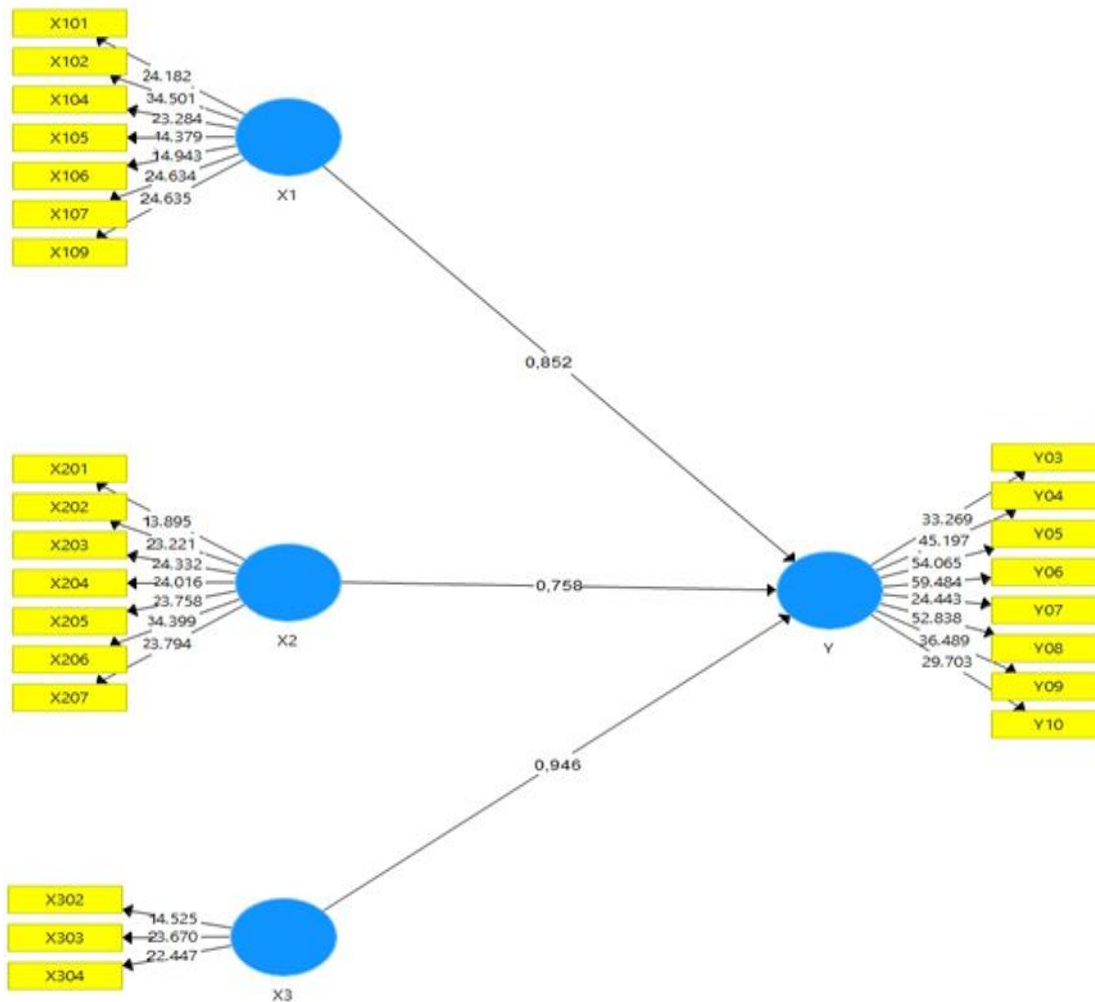


Figure 2. Evaluation of Structural Model

The structural model is carried out to predict the relationship between latent variables in the research model or in short to determine whether the research hypothesis is accepted or rejected. The hypothesis is accepted or rejected can be seen in the critical ratio value and the level of significance contained in the regression weights in the structural model. The hypothesis will only be accepted if the C.R is 1.96 and the P value is 0.05 which is reported in the table below.

Table 1. Structural Model Assessment Results (Direct Effect)

| Relationship                            | Koefisien | Standar Deviasi | t Value | Sign. | Decision |
|---|-----------|-----------------|---------|-------|----------|
| H1 Organizational Culture-> Performance | 0,852     | 0,182           | 4,681   | 0,000 | Accepted |
| H2 Job Satisfaction -> Performance      | 0,758     | 0,222           | 3,414   | 0,008 | Accepted |
| H3 OCB -> Performance                   | 0,946     | 0,182           | 5,192   | 0,000 | Accepted |

Source : Data processed using Smart PLS, 2024

Discussions

Effect of Organizational Culture on Employee Performance

The results of this study indicate that organizational culture has a significant positive effect on employee performance at the Sungai Penuh Camat Office. This indicates that organizational culture determines employee performance at the Full River Camat Office. This means that the better and better the organizational culture in the agency, it will improve employee performance. From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.852, which means that organizational culture has the greatest influence of other variables. This indicates that organizational culture can play a role in improving employee performance. If the Sungai Penuh Camat Office wants to improve employee performance, it must create a good and comfortable organizational culture for employees in the agency.

#### The Effect of Job Satisfaction on Employee Performance

The results of this study indicate that job satisfaction has a significant positive effect on employee performance at the Sungai Penuh Camat Office. This indicates that job satisfaction determines employee performance at the Sungai Penuh Camat Office. This means that the higher and better the job satisfaction of employees in the agency, the better the performance of these employees. From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.758, which means that job satisfaction has a big influence. This indicates that job satisfaction can play a role in improving employee performance. If the Sungai Penuh Camat Office wants to improve employee performance, it must increase good and good job satisfaction at the agency.

#### The Influence of OCB on Employee Performance

The results of this study indicate that OCB has a significant positive effect on the performance of employees of the Sungai Penuh Camat Office, indicating that OCB determines the performance of employees of the Sungai Penuh Camat Office. This means that the better and better OCB employees in an agency will improve employee performance. From the results of this study, it can be seen that the OCB variable has a coefficient of 0.946, which means that OCB has a great influence. This indicates that OCB can play a role in improving employee performance. If the Sungai Penuh Camat Office wants to improve employee performance, it must improve and create good OCB in better employees.

#### Effect of Organizational Culture, Job Satisfaction and OCB on Employee Performance

Based on the results of testing the simultaneous effect, it is known that the Fcount value is a moderate influence between organizational culture on employee performance. However, there is a strong influence between job satisfaction on employee performance and OCB has a weak influence on employee performance, so it can be concluded that organizational culture, job satisfaction and OCB affect employee performance. This is in line with the hypothesis that has been determined that organizational culture, job satisfaction and OCB affect employee performance. Based on this, several factors that affect employee performance are the quality and quantity of a person. Employee performance will be optimal if individuals have / strive for supporting factors for achieving quality through self-development and character as well as formal training and education in accordance with the field concerned. The quantity aspect refers to the amount of work that has been completed (experience). The quality and quantity aspects in this study are based on aspects of organizational culture, job satisfaction while OCB refers to the smallest factor that can intervene in an employee's performance.

## 4. CONCLUSION

Based on the results of hypothesis testing and discussion described in the previous chapter, the following conclusions can be drawn; 1). Organizational culture has a positive influence on the performance of employees of the Sungai Penuh Camat Office. This means

that employee performance will increase if the organizational culture in the agency is better for employees and leaders, so that it can provide encouragement to employees in improving their performance, 2). Job satisfaction has a positive effect on the performance of employees of the Sungai Penuh Camat Office. This means that employee performance will increase if job satisfaction is good so that it can provide work enthusiasm to employees in carrying out work. The better and better employee job satisfaction in the agency will improve employee performance in doing their work in the agency, 3). OCB has a positive influence on employee performance at the Sungai Penuh Sub-District Office. This means that employee performance will increase if good employee OCB will encourage performance at work, thereby making employees enthusiastic and able to carry out their work properly. Good and good OCB will encourage high performance and mutual help between employees, 4). Organizational culture, job satisfaction and OCB together have a positive influence on the performance of employees of the Sungai Penuh Sub-District Office. This means that employee performance will increase if the organizational culture, job satisfaction and OCB in the agency are getting better, so that they can provide encouragement to employees in improving their performance. My hope from the results of this study is that the Sungai Penuh Sub-District Office must improve organizational culture by creating a good and good organizational culture, making the standard rules listed in the employee code of ethics which are used to supervise Interval and control employee behavior This will have an impact on the organizational culture of employees in carrying out their work properly, so that the performance of nurses will also go down, pay attention to employee job satisfaction and good organizational citizenship behavior in the agency so that all will have a good impact on employee performance.

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