

# The Influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior through job Satisfaction In Dental and Oral Hospital Nala Husada Surabaya

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**Abstract.** The purpose of this study was to analyze the effect of organizational culture and organizational commitment on job satisfaction, analyze the influence of organizational culture and organizational commitment on Organizational Citizenship Behavior, and analyze the effect of job satisfaction on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya. This type of research is explanatory research with a quantitative method approach. The data collection method used a questionnaire distributed to 36 employees of the Nala Husada Dental and Oral Hospital in Surabaya. The data analysis technique used is Structural Equation Modeling analysis using Partial Least Square. The results of the study show that organizational culture has a significant effect on job satisfaction. Organizational Commitment has no significant effect on Job Satisfaction. Organizational culture and organizational commitment have a significant effect on organizational citizenship behavior. Job Satisfaction has a significant effect on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya.

**Keywords:** Organizational Culture; Organizational Commitment, Job Satisfaction; and Organizational Citizenship Behavior

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## I. INTRODUCTION

The part of the organization that is the determining factor for achieving the expected goals is human resources, where human resources are expected to be part of the organization that can improve and create organizational competitive value. Human resources must be managed carefully, because basically humans have creativity, taste and intention that shape attitudes (Rizqina et al, 2017).

Employee job satisfaction affects the level of work attendance, and the desire to change jobs, but it also affects the willingness to work. According to Handoko (2017), employees who get job satisfaction usually have better attendance records, are active in employee union activities and sometimes perform better at work than employees who do not get job satisfaction. High job satisfaction is a sign of a well-managed organization and is basically the result of selective behavioral management. On the other hand, low job satisfaction indicates poor conditions within the organization. Job satisfaction is important because with job satisfaction it is hoped that every individual employee will work hard and enthusiastically to achieve high work productivity.

Job satisfaction is an individual response to his experience at work. Job satisfaction is the level of satisfaction felt by employees related to their work (Puangyoykeaw and Nishide, 2015). The results of the research by Mahardika and Wibawa (2019) prove that job satisfaction has a significant effect on OCB.

In addition to job satisfaction, organizational commitment is a variable that influences OCB in achieving excellence in creating optimal working conditions, employee commitment to the organization is one of the efforts in

dealing with negative work symptoms. According to Kaswan (2017) organizational commitment is a measure of an employee's willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to put in the effort to get the job done and a desire to continue working there. The results of Mahardika and Wibawa's research (2019) prove that organizational commitment has a significant effect on Organizational Citizenship Behavior.

Another factor that can influence Organizational Citizenship Behavior is organizational culture. Organizational culture is a system of sharing meaning by members that differentiates an organization from other organizations (Robbins and Judge, 2015: 355). The main function of organizational culture is as a differentiating boundary against the environment, the organization and other groups and as a control mechanism in guiding and shaping employee attitudes and behavior. It seems that organizational culture can have a positive impact on OCB in a company. This supports the research results of Mahardika and Wibawa (2019) who proved in their research that organizational culture has a significant effect on Organizational Citizenship Behavior.

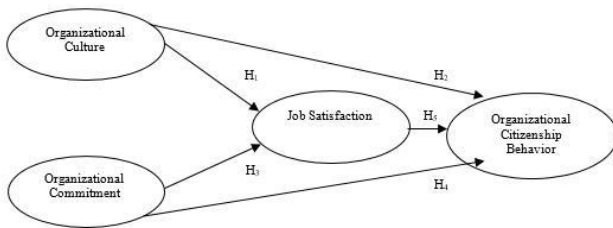
Nala Husada Oral and Dental Hospital is a Type B Special Health Facility which was established in 2018 and is located at Jalan Arif Rahman Hakim 150 Keputih Sukolilo Surabaya and is in the same area as Hang Tuah University Surabaya. Because it is relatively new, the number of employees is still small and within the Hang Tuah University environment there is the term BKO employee (Under Operations Control) which is a term from the Indonesian National Armed Forces which means Employees assigned to other units and there is the term Organic employees, these employees are employees with original adoption of the unit of origin. Due to differences in employee status and origin, the

Organizational Culture and OCB of each employee are different.

The purpose of this research is to analyze the effect of organizational culture and organizational commitment on job satisfaction Nala Husada Oral and Dental Hospital Surabaya, to analyze the influence of organizational culture and organizational commitment to Organizational Citizenship Behavior at Dental and Mouth Hospital Nala Husada Surabaya, and to analyze the effect of job satisfaction on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya.

## CONCEPTUAL FRAMEWORK

The conceptual framework of this research is as follows:



**Figure 1**  
**Conceptual Framework**

## Hypothesis

Based on the framework and research paradigm on the previous page, the researchers formulated the following hypothesis:

### a. The influence of organizational culture on job satisfaction

Results of previous research by Rizqina et al (2017) found that work culture has a significant effect on job satisfaction. Likewise Putra, et al., (2018) which proves that organizational culture has a significant direct influence on job satisfaction. Based on the references to the previous research results referred to, this study proposes the following H1 hypothesis.

H1 :Organizational culture has a significant effect on job satisfaction  
Dental and Oral Hospital Nala Husada Surabaya

### b. The effect of organizational commitment on job satisfaction

Results of previous research by Rizqina et al (2017) found that commitment has a significant effect on job satisfaction. In contrast to Hutagalung & Ritonga (2018) which proves that organizational commitment has no significant effect on job satisfaction. Based on the references to the previous research results referred to, this study proposes the following H2 hypothesis.

H2 :Organizational commitment has a significant effect on job satisfaction

Dental and Oral Hospital Nala Husada Surabaya

### c. The influence of organizational culture on organizational citizenship behavior

The results of previous research by Mahardika and Wibawa (2019) and Mahayasa, et al., (2018) found that organizational culture has a positive and significant effect on Organizational Citizenship Behavior. Putra, et al., (2018) also proves that Organizational Culture has a significant direct influence on Organizational Citizenship Behavior. Meanwhile, Huda & Farhan's research, (2019) found that organizational culture did not have a significant effect on Organizational Citizenship Behavior (OCB). Based on the references to the previous research results referred to, this study proposes the following H3 hypothesis.

H3 :Organizational culture has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya

### d. The effect of organizational commitment on organizational citizenship behavior

The results of previous research by Mahardika and Wibawa (2019) found that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior. The results of research conducted by Huda & Farhan, (2019) also found that organizational commitment had a significant positive effect on OCB. Based on the references to the previous research results referred to, this study proposes the following H4 hypothesis.

H4 :Organizational commitment has a significant effect on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya

### e. Effect of job satisfaction on organizational citizenship behavior

The results of previous research by Mahardika and Wibawa (2019), Mahayasa, et al., (2018) found a positive and significant effect of job satisfaction on Organizational Citizenship Behavior. Putra, et al., (2018) proved that Job Satisfaction has a significant direct effect on Organizational Citizenship Behavior. Based on the references to previous research results, this study proposes the following H5 hypothesis.

H5 : Job satisfaction has a significant effect on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya

## Analysis Models

The Partial Least Square (PLS) analysis model in this study can be modeled on the following structural equation:

$$\text{Job satisfaction (Z)} = \beta_1 \text{ Organizational culture (X1)} + \beta_2 \text{ Organizational commitment (X2)}$$

Organizational Citizenship Behavior(Y) =  $\beta_1$  Organizational culture (X1) +  $\beta_2$  Organizational commitment (X2) +  $\beta_3$  Job satisfaction (Z)

## II. RESEARCH METHODS

### Research Approach

Types of research selected in this study is to use causal research. This study uses a quantitative approach

### Operational Definition, Variable Identification, and Variable Indicators

Variables which used in this study can be identified as follows:

1. Independent Variable
  - a. Organizational culture (X1)
  - b. Organizational commitment (X2)

2. Intervening Variables

The intervening variable in this study is job satisfaction.

3. Dependent Variable

The dependent variable in this study is Organizational Citizenship Behavior (OCB).

The following is the operational definition of each variable:

#### Organizational culture (X1)

Organizational culture is a philosophy that underlies organizational policies, rules of the game to get along with, and feelings or climate brought by the physical preparation of the organization. Organizational culture in this study is measured through several indicators referring to Robbins (2015), namely:

1. Innovation and risk taking
2. Attention to details or details
3. Result orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability / stability

#### Organizational commitment (X2)

Organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. Organizational commitment in this study is measured through several indicators that refer to Mahayasa, et al., (2018), namely:

- 1) Affective commitment
- 2) Continuance commitment
- 3) Normative commitment

#### Intervening Variables

Job satisfaction is a person's positive and pleasant emotional state resulting from the assessment of a job or one's work experience. The measurement of job satisfaction in this study refers to Luthans' theory (2014: 3) which states that there are 5 dimensions of job satisfaction, namely:

- a. The work itself
- b. Supervision
- c. Coworkers
- d. Pay
- e. Opportunity of Promotion

### Dependent Variable

The dependent variable in this study is Organizational Citizenship Behavior. Organizational Citizenship Behavior as a work behavior of employees within the organization, which is carried out voluntarily outside of a predetermined job description, with the aim of increasing the progress of organizational performance. Organizational Citizenship Behavior in this study is measured through several indicators that refer to Mahayasa, et al., (2018), namely:

1. Altruism (likes helping colleagues)
2. Civic Virtue (policy as member citizen)
3. Conscientiousness
4. Courtesy (trying to do good)
5. Sportmanship

### Population and Sample

The population in this study were 36 employees Dental and Oral Hospital Nala Husada Surabaya. This study uses total sampling, namely the technique of determining the sample when all members of the population are used as samples. So the sample used in this study were 36 employees Dental and Oral Hospital Nala Husada Surabaya.

### Data Types and Sources

The type of data used in this research is quantitative, because in gathering information using questionnaires distributed to employees at Dental and Oral Hospital Nala Husada Surabaya. Primary data in this study were obtained through questionnaires (list of questions) which were distributed to respondents who were arranged based on predetermined variables by providing alternative answers.

### Data collection technique

The data collection technique used in this study was the method of distributing questionnaires, which is a data collection technique in which participants/respondents fill out questions or statements and then return them completely to the researcher (Sugiyono, 2016). In this study, the scale of measurement of research variables uses a Likert scale.

### Data analysis technique

The data analysis technique used is Structural Equation Modeling analysis using Partial Least Square. The Partial Least Square (PLS) evaluation model is based on prediction measurements that have non-parametric properties (Ghozali, 2014).

## III. RESEARCH RESULTS AND DISCUSSION

### Outer Model Test

Outer model often also called (outer relation or measurement model) specifies the relationship between the variables studied and the indicators.

## Convergent Validity

**Table 1.**  
**Convergent Validity Test**

|   | original sample estimate | mean of subsamples | Standard deviation | T-Statistics |
|---|--------------------------|--------------------|--------------------|--------------|
| <b>Organizational Culture(X1)</b>                   |                          |                    |                    |              |
| X1.1  | 0.607                    | 0.594              | 0.115              | 5,295        |
| X1.2  | 0.594                    | 0.586              | 0.099              | 6,023        |
| X1.3  | 0.805                    | 0.803              | 0.055              | 14,539       |
| X1.4  | 0.903                    | 0.902              | 0.030              | 29,717       |
| X1.5  | 0.817                    | 0.817              | 0.053              | 15,410       |
| X1.6  | 0.701                    | 0.706              | 0.080              | 8,786        |
| X1.7  | 0.726                    | 0.720              | 0.075              | 9,632        |
| <b>Organizational Commitment (X2)</b>               |                          |                    |                    |              |
| X2.1  | 0.690                    | 0.685              | 0.093              | 7,395        |
| X2.2  | 0.869                    | 0.867              | 0.046              | 18,938       |
| X2.3  | 0.831                    | 0.826              | 0.070              | 11,864       |
| <b>Job Satisfaction(Z)</b>                          |                          |                    |                    |              |
| Z. 1  | 0.749                    | 0.748              | 0.078              | 9,638        |
| Z. 2  | 0.854                    | 0.858              | 0.045              | 19,051       |
| Z. 3  | 0.698                    | 0.677              | 0.122              | 5,711        |
| Z. 4  | 0.679                    | 0.660              | 0.115              | 5,880        |
| Z. 5  | 0.766                    | 0.758              | 0.081              | 9,507        |
| <b>Organizational Citizenship Behavior(OCB) (Y)</b> |                          |                    |                    |              |
| Y. 1  | 0.730                    | 0.732              | 0.067              | 10,817       |
| Y.2   | 0.740                    | 0.732              | 0.074              | 10,036       |
| Y.3   | 0.725                    | 0.721              | 0.076              | 9,563        |
| Y.4   | 0.794                    | 0.788              | 0.065              | 12,296       |
| Y.5   | 0.794                    | 0.797              | 0.060              | 13,315       |

Based on the Table above Variables Organizational Culture (X1) as measured by 7 items declared valid as a measurement tool for the construct, because the value of convergent validity is above 0.5. Variable Organizational Commitment (X2) measured by 3 measurement items as a whole have a convergent validity value above 0.5, then 3 measurement items measure Organizational Commitment (X2) declared valid as a measure of the construct. Variable Job Satisfaction (Z) measured by 5 items declared valid as a measurement tool for the construct, because the value of convergent validity is above 0.5. Variable Organizational Citizenship Behavior (OCB) (Y) measured by 5 measurement items as a whole have a convergent validity value above 0.5, then 5 measurement items measure Organizational Citizenship Behavior (OCB) (Y) declared valid as a measure of the construct.

## Discriminant Validity

Based on the results of the cross loading values in the table below, it is found that the overall construct has a good discriminant. This is evidenced by the correlation value of the indicator to the construct which is greater than the correlation value between the indicator and the other constructs.

**Table 2.**  
**Cross Loadings**

|      | Job Satisfaction (Z) | Organizational Citizenship Behavior (Y) | Organizational Commitment (X2) | Organizational Culture (X1) |
|------|----------------------|---|--------------------------------|-----------------------------|
| X1.1 | 0.483                | 0.502                                   | 0.588                          | 0.607                       |
| X1.2 | 0.439                | 0.445                                   | 0.555                          | 0.594                       |
| X1.3 | 0.739                | 0.693                                   | 0.528                          | 0.805                       |
| X1.4 | 0.692                | 0.770                                   | 0.599                          | 0.903                       |
| X1.5 | 0.645                | 0.771                                   | 0.558                          | 0.817                       |
| X1.6 | 0.465                | 0.618                                   | 0.438                          | 0.701                       |
| X1.7 | 0.657                | 0.610                                   | 0.483                          | 0.726                       |
| X2.1 | 0.440                | 0.537                                   | 0.690                          | 0.394                       |
| X2.2 | 0.660                | 0.762                                   | 0.869                          | 0.693                       |
| X2.3 | 0.566                | 0.586                                   | 0.831                          | 0.581                       |
| Y. 1 | 0.553                | 0.730                                   | 0.476                          | 0.675                       |
| Y.2  | 0.670                | 0.740                                   | 0.525                          | 0.631                       |
| Y.3  | 0.666                | 0.725                                   | 0.628                          | 0.532                       |
| Y.4  | 0.636                | 0.794                                   | 0.630                          | 0.653                       |
| Y.5  | 0.684                | 0.794                                   | 0.729                          | 0.757                       |
| Z. 1 | 0.749                | 0.705                                   | 0.580                          | 0.710                       |
| Z. 2 | 0.854                | 0.766                                   | 0.600                          | 0.720                       |
| Z. 3 | 0.698                | 0.497                                   | 0.471                          | 0.418                       |
| Z. 4 | 0.679                | 0.526                                   | 0.392                          | 0.419                       |
| Z. 5 | 0.766                | 0.639                                   | 0.562                          | 0.666                       |

## Average Variance Extracted (AVE)

The results of the AVE test appear in Table 3 as follows:

**Table 3.**  
**AVE Value**

|  | Average Variance Extracted(AVE) |
|--|---------------------------------|
| Organizational Culture(X1)             | 0.565                           |
| Organizational Commitment (X2)         | 0.573                           |
| Job Satisfaction(Z)                    | 0.641                           |
| Organizational Citizenship Behavior(Y) | 0.553                           |

The results of the AVE values for the indicator blocks that measure constructs can be stated to have good discriminant validity values because the AVE value is > 0.5. This means that all construct variables are declared reliable.

## Composite Reliability

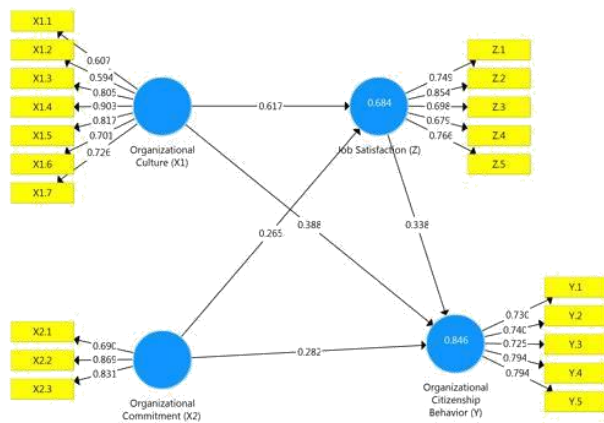
**Table 4.**  
**Composite Reliability**

|  | Composite Reliability |
|--|-----------------------|
| Organizational Culture(X1)             | 0.866                 |
| Organizational Commitment (X2)         | 0.870                 |
| Job Satisfaction(Z)                    | 0.841                 |
| Organizational Citizenship Behavior(Y) | 0.895                 |

Based on the results of composite reliability testing, it shows that all constructs meet the criteria for composite reliability because all of them have composite reliability > 0.60. can be used in further analysis.

## Inner Model Test

This test is used to evaluate the relationship between latent constructs as hypothesized in the study, based on the PLS output, the following figure is obtained:



**Figure 2.**  
**PLS Research Model**

The results of the inner weight values show that Job satisfaction is influenced by organizational culture and organizational commitment, while Organizational Citizenship Behavior is influenced by Organizational Culture, Organizational Commitment, and Job Satisfaction which is shown in the following equation.  $Z = 0.617 X1 + 0.265 X2$   
 $Y = 0.388 X1 + 0.282 X2 + 0.338 Z$

**Hypothesis Test**

To answer the research hypothesis, the t-statistics can be seen in Table 5 below:

**Table 5.**  
**Hypothesis Testing Results**

|   | Original Sample (O) | Sample Means (M) | Standard Deviation (STDEV) | T Statistics ((O-STDEV)/V) | P Values |
|---|---------------------|------------------|----------------------------|----------------------------|----------|
| Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)           | 0.338               | 0.348            | 0.127                      | 2,668                      | 0.008    |
| Organizational Commitment (X2) -> Job Satisfaction (Z)                    | 0.265               | 0.264            | 0.162                      | 1,636                      | 0.103    |
| Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y) | 0.282               | 0.286            | 0.107                      | 2,625                      | 0.009    |
| Organizational Culture (X1) -> Job Satisfaction (Z)                       | 0.617               | 0.634            | 0.130                      | 4,747                      | 0.000    |
| Organizational Culture (X1) -> Organizational Citizenship Behavior (Y)    | 0.388               | 0.375            | 0.152                      | 2,562                      | 0.011    |

The test results show that:

- a. Organizational Culture have a significant effect on Job satisfaction, this is evidenced by the statistical T value of 2.2668 which means it is greater than 1.96, so the H1 hypothesis reads "Organizational Culture significant effect on job satisfaction at Nala Husada Dental and Oral Hospital Surabaya", can be declared acceptable.
- b. Organizational Commitment has no significant effect on Job satisfaction, this is evidenced by the statistical T value of 1.636 which means it is smaller than 1.96, so the H2 hypothesis reads "Organizational culture has a significant effect on job satisfaction at the Dental and Oral Hospital Nala Husada Surabaya", can be declared rejected.
- c. Organizational Commitment has a significant influence on Organizational Citizenship Behavior, this is evidenced by the statistical T value of 2.625 which means greater than 1.96, so the H3 hypothesis reads

"Organizational Culture significant effect on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya", can be declared acceptable.

- d. Organizational Culture has a significant effect on job satisfaction, this is evidenced by the statistical T value of 4.747 which means greater than 1.96, so the H4 hypothesis reads "Organizational culture significant effect on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya", can be declared acceptable.
- e. Organizational Culture have a significant effect on Organizational Citizenship Behavior, this is evidenced by the statistical T value of 2.562 which means it is greater than 1.96, so the H5 hypothesis reads "Organizational Culture significant effect on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya", can be declared acceptable.

**Structural Model Testing (Inner Model)**

The PLS output is as explained below:

**Table 6.**  
**R-Square Value**

|  | R-square |
|--|----------|
| Organizational Culture(X1)             |          |
| Organizational Commitment(X2)          |          |
| Job Satisfaction(Z)                    | 0.684    |
| Organizational Citizenship Behavior(Y) | 0.846    |

The independent variables Organizational Culture (X1) and Organizational Commitment (X2) which affect the Job Satisfaction (Z) variable in the structural model have an R2 value of 0.684 which indicates that the model is "Moderate", while Organizational Culture (X1), Organizational Commitment (X2) and Job Satisfaction (Z) which affects the Organizational Citizenship Behavior (Y) variable in the structural model has an R2 value of 0.846 which indicates that the model is "Moderate".

The suitability of the structural model can be seen from Q2, as follows:

$$\begin{aligned}
 Q2 &= 1 - [(1 - R1) * (1 - R2)] \\
 &= 1 - [(1 - 0.684) * (1 - 0.846)] \\
 &= 1 - [(0.316) * (0.154)] \\
 &= 1 - [0.049] \\
 &= 0.951
 \end{aligned}$$

**DISCUSSION**

**The Influence of Organizational Culture on Job Satisfaction at Nala Husada Dental and Oral Hospital Surabaya**

The results of data analysis show that Organizational culture has a significant influence on Job Satisfaction at Dental and Oral Hospital Nala Husada Surabaya. This is indicated by the T-Statistic value produced by the Organizational Culture variable on Job Satisfaction which is above 1.96, namely 4,747. Thus the research hypothesis that reads "Organizational culture has a significant effect on job satisfaction in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

The significant and positive influence of organizational culture on job satisfaction indicates that the better the organizational culture created in the work

environment, the higher the job satisfaction felt by employees. This means that job satisfaction can be increased by having a positive organizational culture within the company. Therefore, when Dental and Oral Hospital Nala Husada Surabaya want to increase the job satisfaction of its employees, it is very important to pay attention to the extent to which the organizational culture is created within the company.

The results in this study are in line with the results in the findings of research conducted by Rizqina et al (2017) who found that work culture has a significant effect on job satisfaction. These results also support the findings of Putra, et al., (2018) which proves that organizational culture has a significant direct influence on job satisfaction.

### **The Effect of Organizational Commitment on Job Satisfaction at Nala Husada Dental and Oral Hospital Surabaya**

The results of data analysis show that Organizational Commitment does not have a significant effect on Job Satisfaction at Dental and Oral Hospital Nala Husada Surabaya. This is indicated by the T-Statistic value produced by the Organizational Commitment variable on Job Satisfaction which is below 1.96, namely 1,636. Thus the second research hypothesis which reads "Organizational commitment has a significant effect on job satisfaction in Dental and Oral Hospital Nala Husada Surabaya" declared not accepted.

The absence of a significant effect of organizational commitment on employee job satisfaction indicates that there is a tendency for employees who have high commitment not necessarily to increase their job satisfaction. This can be made possible by the existence of factors such as working conditions which are more likely to affect satisfaction such as relationships with leaders and co-workers, as well as satisfaction with their work.

The insignificant effect of organizational commitment on job satisfaction indicates that the stronger the organizational commitment, the less likely it will be to increase the employee's job satisfaction. This is different from the theory put forward by Noe et al (2011: 308) which explains that organizational commitment is the extent to which an employee identifies with the organization and is willing to make efforts on its behalf. Employees with high organizational commitment will stretch themselves to help the organization through difficult times.

The results of this study are consistent with the results of Hutagalung & Ritonga's (2018) study which proves that organizational commitment has no significant effect on job satisfaction. The results in this study are not in line with the results in the findings of research conducted by Rizqina et al (2017), where the results found that commitment has a significant effect on job satisfaction.

### **The Influence of Organizational Culture on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya**

The results of data analysis show that Organizational culture has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. This is indicated by the T-Statistic value produced by the Organizational Culture

variable on Organizational Citizenship Behavior which is above 1.96, namely 2,562. Thus the research hypothesis reads "Organizational culture has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

The significant and positive influence of organizational culture on Organizational Citizenship Behavior indicates that the better the organizational culture created in the work environment, the higher the Organizational Citizenship Behavior possessed by employees. This means that Organizational Citizenship Behavior can be improved by having a positive organizational culture within the company. Therefore, when Dental and Oral Hospital Nala Husada Surabaya want to improve *Organizational Citizenship Behavior* employees, it is very important to pay attention to the extent to which the organizational culture is created within the company.

The results in this study are in line with the results in the findings of research conducted by Mahardika and Wibawa (2019) who found that organizational culture has a positive and significant effect on *Organizational Citizenship Behavior*. The findings in this study also support the results of research conducted by Mahayasa, et al., (2018) who found that organizational culture has a positive and significant effect on OCB. This also supports the findings in a study conducted by Putra, et al., (2018) who found that Organizational Culture has a significant direct influence on Organizational Citizenship Behavior. However, these results contradict the findings in Huda & Farhan's research, (2019) which found that organizational culture had no significant effect on Organizational Citizenship Behavior (OCB).

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya**

The results of data analysis show that Organizational Commitment has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. This is indicated by the T-Statistic value produced by the Organizational Culture variable on Organizational Citizenship Behavior which is above 1.96, namely 2,625. Thus the research hypothesis which reads "Organizational commitment has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

The significant and positive influence of organizational commitment on Organizational Citizenship Behavior indicates that the higher the organizational commitment of employees, the higher the Organizational Citizenship Behavior of employees. This means that Organizational Citizenship Behavior can be improved with the high commitment of employees. Therefore, when Dental and Oral Hospital Nala Husada Surabaya want to improve *Organizational Citizenship Behavior* employees, it is very important to pay attention to the extent of organizational commitment possessed by employees.

The results in this study are in line with the results in the findings of research conducted by Mahardika and Wibawa (2019) who found that organizational commitment has a positive and significant effect on *Organizational Citizenship Behavior*. The findings in this study also support the results of research conducted by Huda & Farhan, (2019) which found

that organizational commitment has a significant positive effect on OCB.

### **Effect of Job Satisfaction on Organizational Citizenship Behavior at Nala Husada Dental and Oral Hospital Surabaya**

The results of data analysis show that Job satisfaction has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. This is indicated by the T-Statistic value produced by the Job Satisfaction variable on Organizational Citizenship Behavior which is above 1.96, namely 2,668. Thus the research hypothesis which reads "Job satisfaction has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

The significant and positive influence of job satisfaction on Organizational Citizenship Behavior indicates that the higher the job satisfaction possessed by employees, the higher the Organizational Citizenship Behavior possessed by employees. This means that Organizational Citizenship Behavior can be improved by the existence of job satisfaction possessed by employees. Therefore, when Dental and Oral Hospital Nala Husada Surabaya want to improve *Organizational Citizenship Behavior* employees, it is very important to pay attention to the extent to which job satisfaction is owned by employees.

The results in this study are in line with the results in the research findings that have been conducted by Mahardika and Wibawa (2019) which found that job satisfaction has a positive and significant effect on *Organizational Citizenship Behavior*. The findings in this study also support the results of research conducted by Mahayasa, et al., (2018) which found that employee job satisfaction has a positive and significant effect on OCB. These results also support the findings of Putra, et al., (2018) which proves that Job Satisfaction has a significant direct effect on Organizational Citizenship Behavior.

## **IV. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of the research and discussion in the previous chapter, several conclusions can be drawn to answer the problem formulation. Some of these conclusions consist of:

1. Organizational culture has a significant influence on Job Satisfaction at Dental and Oral Hospital Nala Husada Surabaya. Thus the first hypothesis "Organizational culture has a significant effect on job satisfaction in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.
2. Organizational Commitment does not have a significant effect on Job Satisfaction at Dental and Oral Hospital Nala Husada Surabaya. Thus the second hypothesis "Organizational commitment has a significant effect on job satisfaction in Dental and Oral Hospital Nala Husada Surabaya" declared not accepted.
3. Organizational culture has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. Thus the third hypothesis "Organizational culture has a significant effect on Organizational Citizenship Behavior in

Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

4. Organizational Commitment has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. Thus the fourth hypothesis "Organizational commitment has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.
5. Job satisfaction has a significant influence on Organizational Citizenship Behavior on Dental and Oral Hospital Nala Husada Surabaya. Thus the fifth hypothesis "Job satisfaction has a significant effect on Organizational Citizenship Behavior in Dental and Oral Hospital Nala Husada Surabaya" declared accepted.

### **Suggestion**

Based on the overall research results and the conclusions obtained, several suggestions can be developed for interested parties in this study. The suggestions put forward are as follows:

1. It is hoped that the leadership Dental and Oral Hospital Nala Husada Surabaya increasing employee job satisfaction by making efforts to establish good relations between employees such as by holding outbound or gatherings to strengthen relations between employees.
2. It is known that organizational culture influences job satisfaction and organizational citizenship behavior Dental and Oral Hospital Nala Husada Surabaya to further improve the conditions of its organizational culture by cultivating joint activities in the form of sports or other religious activities together. With this togetherness, it will improve the organizational culture so that Organizational Citizenship Behavior increases, so employees will feel satisfied with their achievements.
3. Known organizational commitment influences Organizational Citizenship Behavior, so to support organizational commitment, employees should always have a sense of belonging to the company, employees should always care about the problems that occur in the company, employees should always have emotional attachment to the company.
4. It is known that organizational commitment has no significant effect on job satisfaction. This indicates that employees with a high level of organizational commitment have no impact on their level of satisfaction with the company. Based on this, it is important for the management of the Nala Husada Dental and Oral Hospital in Surabaya to be able to increase employee commitment to the organization, as employees are required to work more actively and be involved in providing input in the form of organizational development innovations. Employees are required to be loyal to the company by continuing to work in the company.
5. It is hoped that Dental and Oral Hospital Nala Husada Surabaya can increase OCB by trying to improve the ability of employees to achieve targets such as by giving rewards to employees or can also provide promotions to each employee who has high work performance. As well as being able to place employees according to the knowledge and skills they have. This is done with the

aim that employees can apply the knowledge and skills they have in every job.

6. For future researchers, it is hoped that they can continue research with other variables outside the variables that have been studied in order to obtain more varied results related to job satisfaction and OCB.

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