

## **Influence Analysis of Organizational Culture Organizational Commitment Job and Satisfaction Organizational Citizenship Behavior (OCB) Toward Improved Organizational Performance**

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### **Abstract**

*Organization is generally believed that excellence should strive to achieve individual performance as high, because basically individual performance affects the performance of the team or work group and ultimately affect the performance of the organization as a whole. Therefore, to pursue and improve the performance of individuals required culture, job satisfaction, commitment and sportsmanship behavior of the individual. This study examines how much influence organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB) to organizational performance. The study population was employees of small and medium enterprises (SMEs) in East Java Province shoe-ranking supervisor to manager. The sampling technique used is a collection of sample (stratified cluster sampling) samples totaling 174 respondents. Selection of sample areas is based on the areas that have the potential for industrial development (industrial district). Results of this study indicate that organizational culture and job satisfaction and organizational commitment affect organizational citizenship behavior (OCB). Organizational commitment and Organizational Citizenship Behavior (OCB) effect on organizational performance. Simultaneously organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB affects organizational performance.*

### **Introduction**

With the increasingly global world economy and the era of free trade, small and medium enterprises (SMEs) in Indonesia also expected to be one of the important players. SMEs are expected as the creator of the market at home and abroad and as an important source for surplus balance of trade and balance of payments or services. To carry out these roles, Indonesian SMEs must transform itself, which creates global competitiveness. Nationally, small and medium enterprises have accrued, and the potential role of a very important and strategic in order to realize the objectives of national development in general and economic development goals in particular.

This role can be seen in terms of providing business opportunities, jobs and increasing exports. It can be seen that the small and medium enterprises are better able to survive longer than the economic crisis, because it has the characteristics of a more flexible and better utilize local resources that can be relied upon to support the economic resilience. However, small and medium enterprises in their development still face many problems which need attention from various parties, among others (Riyadi, 2001):

(1) low productivity, human resources and management professionals who have not, are less responsive to changes in technology and the lack of capital, (2) inadequate access to markets, including distribution network that serves as a marketing channel is not running efficiently, (3) the absence of signs of improvement in the national economy, and (4) the challenges of the development of free trade both within the framework of cooperation AFTA, APEC , and the GATT / WTO that will have an impact on increasing competition.

Experience in developed countries shows that SMEs are the lifeblood of production and technological innovation, the growth of creative entrepreneurs, and innovative, the creation of skilled labor and production process flexibility to cope with changes in market demand and the increasingly diverse segmentation specific. The ability of the capabilities of the SMEs is determined by a number of factors. Among them is the human resource, mastery of technology, access to information, market output, and input. Compared SME partners in Asian countries such as Taiwan, china, Thailand, Singapore and Indonesia SME export performance is still very weak.

Even SMEs in Vietnam are just starting their economic development since the early 1980s is still superior to the Indonesian SMEs. Organization is generally believed that excellence should strive to achieve individual performance as high, because basically individual performance affects the performance of the team or work group and ultimately affect the performance of the organization as a whole. Performance by Prawirosentono (2000) is a work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each to achieve the goals of the organization concerned legally, do not violate the law, and in accordance with the moral and ethical.

Therefore it is necessary to make changes to increase the performance and development of small and medium enterprises which can lead to more advanced and independent and able to increase its role in the national economy (Riyadi, 2001). The key to success is a change in the human resource as initiator and agent of change continuously, forming process and culture that together improve the organization's ability to change. Because any sophisticated equipment owned by an organization would not be useful if the active role of human resources is not included. In order for the human resources within an organization or company can work efficiently and effectively, it is an important leadership role to influence and drive subordinates to achieve organizational goals effectively and efficiently.

Organizational effectiveness is influenced by the behavior of members of the organization (Gibson, Ivancevich, and Donnelly, 2000). Behavior of managers in the workplace can be grouped into two types, behaviors → connection with their official duties (in-role behavior → VIOR), and behavior outside of official duty (extra-role behavior). Extra-role behavior is very important for the effectiveness of the organization, which in the long-term impact on the viability of the organization, especially in the middle of a business environment that is volatile at this time. The basis of extra-role behavior has been conceptualized and the most famous is the Organizational Citizenship Behavior (Pareke, 2004).

"Extra-role behavior" or OCB is a habit that is naturally in accordance with the wishes of the liver and usually do not follow a formal remuneration system (Podsakoff, et al, 1996, Netemeyer, et al, 1997 in Ackfeldt and Coote, 2005). OCB can enhance organizational performance through efficiency and effectiveness in organizational practice. Organizational commitment is an important dimension of behavior that can be used to assess the tendency of employees to survive as a member of the organization. Organ and Konovsky (1996) referred to it as "Likely to display more organization citizenship behavior", which means that organizational commitment are more likely to exhibit organizational citizenship behavior of employees. Koslowsky, Caspy and Lazar (1988) concluded that the effects of organizational commitment is extra role behavior indicates a higher (higher organizational citizenship behavior).

Research conducted by Ackfeldt and Coote (2005) stated that job attitudes / behavior work (which also consists of job satisfaction and organizational commitment) has a relationship with Organizational Citizenship Behavior (OCB). Research on the relationship between job satisfaction also give different results. Empirical studies conducted by Gonzales and Garazo (2006) prove the existence of a relationship between job satisfaction and Organizational Citizenship Behavior (OCB). Several studies related to the performance are as follows: Research conducted by Chen (2004) suggests that organizational culture has a positive significant effect on organizational commitment, job satisfaction and employee performance.

Shauna (2007) in his research found a significant relationship between leadership style and organizational culture, leadership style and commitment and between organizational culture and performance. Research conducted Moon (2000) suggests that organizational culture is measured through the clarity of organizational goals and job autonomy have positive significant effect on organizational commitment both in private companies and government enterprises. The results Ogbonna and Harris (2000) suggests that organizational culture can moderate the influence of leadership style on job satisfaction impact on improving employee performance.

Based on the background of the problem, the researcher wanted to analyze the effect of organizational culture, job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB) to increase the performance of the organization in this case small and medium enterprises (SMEs). While the formulation of the problem involved in this study are as follows:

1. is organizational culture and job satisfaction has a positive effect on organizational commitment
2. is organizational culture, job satisfaction and organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB)
3. is organizational culture, job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB) has a positive effect on organizational performance

## ***Literature Review***

### **Organizational Performance**

In the concept of management, human resources in the company / agency should be able to fully utilize and enhance power or as optimal as possible to increase productivity, followed by the creation of a quality working relationship with connotations of fun, full of tolerance and mutual building. Utilizing human resources development embodied understanding organizational structure and development of quality manpower both actual and potential. Performance is not only a productivity because of performance concerns owned a natural behavior to act freely as he wishes, the behavior is still free to act cannot be separated from the terms of an employee's formal role to enhance the effective functioning of an organization.

Labor productivity (performance) is a comparison between the results achieved with the participation of labor per unit time, while the role of the workforce is in the efficiency of resource use and effective. The Forker (1996) stated that the factors affecting the increase in productivity is harmony conditions of employees and financial incentives are universal, harmonious interdependence conditions of employment including managers and employees, while financial incentives for employees is an element of fairness in salaries, wages, bonuses received by employees. From the description above it can be said that if the databases must address satisfying employees or individuals that either it will automatically perform / organizational performance is also good that in the end confidence in the institution or institutions stronger (Vigoda-Gadot, Erran, 2001).

Kaplan and Norton (1992, 76) develop the measure of success is more comprehensive company, called the Balanced Scorecard (BS). According to the concept of the balanced scorecard performance of the company to achieve competitive success can be seen in four areas, namely by:

- 1) Financial Perspective, which in this perspective the company is required to increase market share, increase revenue through the sale of company products. In addition, increase cost-effectiveness and utility assets can increase the productivity of the company.
- 2) The customer perspective, which companies need to identify the needs of customers and market segments. Proper identification of customer needs help the company how to provide service to customers. Application of the general passenger terminal include: setting schedules departing passengers timely and orderly, increasing customer confidence in the security and order of the terminal.
- 3) Internal business process perspective, which companies need to identify the processes that are most critical to achieving the goal of increasing value for the customer (customer perspective) and an increase in the value of financial goals.
- 4) Learning and growth perspective, in which the objectives set out in the financial perspective, customer and internal business processes to identify where the organization must excel to achieve breakthrough performance, while goals in the learning and growth perspective provides the infrastructure that enables the ambitious goals The third perspective is reached. The objectives in this perspective are to achieve excellence controllers outcome previous three perspectives.

### **Organizational Citizenship Behavior (OCB)**

The concept of Organizational Citizenship Behavior (OCB) is the behavior of individuals within an organization to be described as behaviors that put others, honor, sportsmanship and meticulous in work. All of these hoops to support effective organization. At first the concept of Organizational Citizenship Behavior (OCB) based on a theory that says that the organization is like a state that is necessary to create patriotism among its members, specifically the meaning of Organizational Citizenship Behavior (OCB) is consistent with the commitment in the group.

Organ (1988) defines Organizational Citizenship Behavior (OCB) as an activity to help other individuals in the workplace and help the organization itself. Similarly, understanding Organizational Citizenship Behavior (OCB) by Appelbaum et al. (2004) that the behavior made freely employee who is not included in the employee job requirement, though such behavior increases the effective functioning of the organization. While understanding Organizational Citizenship Behavior (OCB) by Robbins (2006) is a behavioral choice that is not part of the formal job requirement, however, support the effective functioning of the organization.

Podsakoff et al. (1996), divides Organizational Citizenship Behavior (OCB) into seven categories or types: helping behavior, sportsmanship, individual initiative, civic virtue, organizational commitment, compliance and personal development. Organizational Citizenship Behavior (OCB) are widely known and used in the study is the dimension of Organizational Citizenship Behavior (OCB) proposed by Organ (1998, in Gonzalez and Garazo, 2006) which consists of: a. Altruism is behavior help colleagues in completing the work, for example, are willing to volunteer to help coworkers who do not understand and new coworkers, helping a co-worker who got a job overload, do the work of colleagues who do not attend. b. Courtesy:

Attitudes to the issues related to the employment relationship, such as encouraging co-workers who work lazy. c. Sportsmanship accept the conditions or behavior that is unpleasant circumstances and less than ideal, for example, do not like to complain is shortsighted, do not like to neglect reality. d. Civic virtue is the behavior of the responsibility to participate in the corporate life activities, such as attending meetings is not necessary for him but beneficial for the company, willing to follow or comply with changes in the changes that occur in the company, has a corporate initiative to improve productivity. e. Conscientiousness or generalized compliance is dedication to work and achieve results above the established standards, such as working all day, do not waste your time, obey all the rules of the company, volunteered to do the work that is not its responsibility.

The fifth dimension can also be regarded as a form of Organizational Citizenship Behavior (OCB). This is as stated by Luthans (2005) that the Organizational Citizenship Behavior (OCB) can have many forms, but the main form can be summarized as follows: (1) altruism, for example, when a co-worker helped unhealthy, (2) sincerity, for example: overtime to complete the work, (3) the public interest, for example: willing to represent the company to the joint program, (4) sportsmanship, for example: bear failure group work / team may be successful by following the advice of fellow co-workers, (5) polite, for example, to understand and empathize even when criticized.

### **Organizational Commitment**

Organizational commitment is defined as a measure of the power of employee identification with the goals and values of the organization and be involved in it, organization commitment also be a better indicator for employees who wish to remain at work or want to move (Mc Neese-Smith, 1996). Commitment to the organization also discussed the proximity of employees to the organization where they are and at the same time reflect the strength of commitment to employee engagement and loyalty to the organization. Engagement and loyalty is greatly affected by how much work is charged to employees in accordance with their expectations (Babakus, 1996).

Increased organizational commitment is a very important thing for the motivation and the quality of public sector employees who work for the public service requires a good level of commitment if committed by an employee owned both the public service is also good and vice versa, while the public services have been influenced by cultural there (Suleyman, Sozen, 2002) Basically the employees want to contribute to achieving the organization's goals to achieve organizational goals which have been influenced by the nature of the different commitments, so that the above demands become increasingly urgent at a time like this, while the environmental manager at Small and Medium Enterprises (SMEs) has a very limited capacity. Organization commitment can be divided into 3 terms of its nature (Cheng & Kalleberg, 1996);

1. Willingness to undertake business interests that benefit organization
2. Strong desire to maintain membership in the organization
3. Strong belief and acceptance of the organization's goals and values

Organizational commitment is defined conceptually as, how far the level of an employee identified himself in the organization and involvement in an organization.

In a study conducted Benkhoff (1997), organizational commitment plays an important role for the improvement of good performance and neglect of commitment to the organization will lead to a loss. Organizational commitment variables are factors that affect the performance of the organization; this variable is measured through the eight indicators.

- 1) Working exceeded the target
- 2) Boasts organization to others
- 3) Receive all tasks
- 4) The similarity value
- 5) Proud to be part of an organization
- 6) Organizations inspire
- 7) Excited choose to work in this organization
- 8) Concern for the fate of the organization

### **Job Satisfaction**

Job satisfaction can be interpreted as an assessment of the extent to which workers overall job satisfying their needs (As'ad, 2004). Job satisfaction is the emotional state of pleasant or unpleasant with which employees view their work (Handoko, 2001). According to Kreitner and Kinicki (2005), job satisfaction is an emotional response to various aspects of the work. While Tiffin (in As'ad, 2004: 104) said that job satisfaction is closely linked to the attitude of employees towards work itself, the work situation, cooperation between leaders with fellow employees. Job satisfaction is a general attitude that is the result of a special attitude towards work factors, adjustment and individual social relationships outside work.

Job satisfaction itself is what has meaning for a worker?, There are two words and job satisfaction. Satisfaction is something the feelings experienced by a person, where what is expected to have met or even exceeded what is acceptable what is expected, while the work is someone's attempt to achieve the goal by gaining income or compensation of its contribution to the three jobs. To find out what are the indicators that influence job satisfaction, according to Luthans (2005: 431) consists of the following five indicators:

- 1) Payments, such as salaries and wages. Employees want pay systems and promotion policies are perceived as fair, no doubt, and in line with his hopes. When wages are seen as fair based on job demands, individual skill level, and community wage standards will likely result satisfaction.
- 2) The work itself. Employees tend to prefer jobs that give the opportunity to use their skills and abilities, freedom, and feedback on how well they work. These characteristics make the work more challenging. Less challenging job creates boredom, but too much challenge can also create frustration and feelings of failure.
- 3) Co-workers. For most employees work also fills the need for social interaction. It is therefore not surprising to have a friendly co-workers and support leads to increased job satisfaction;
- 4) Promotion of employment. Promotion occurs when an employee moves from one job to another higher position, with responsibilities and organizational levels. At the time of promoting employees generally face increasing demands and expertise, capabilities and responsibilities. Most employees feel positive because it promoted. Promotion allows companies to leverage the capabilities and expertise of employees as high as possible.
- 5) Kepenyeliaan (supervision). Supervision has an important role in management. Supervision of employees directly associated with and influence employees in their work. Employees generally prefer to have supervision that is fair, open and willing to cooperate with subordinates.

### **Organizational Culture**

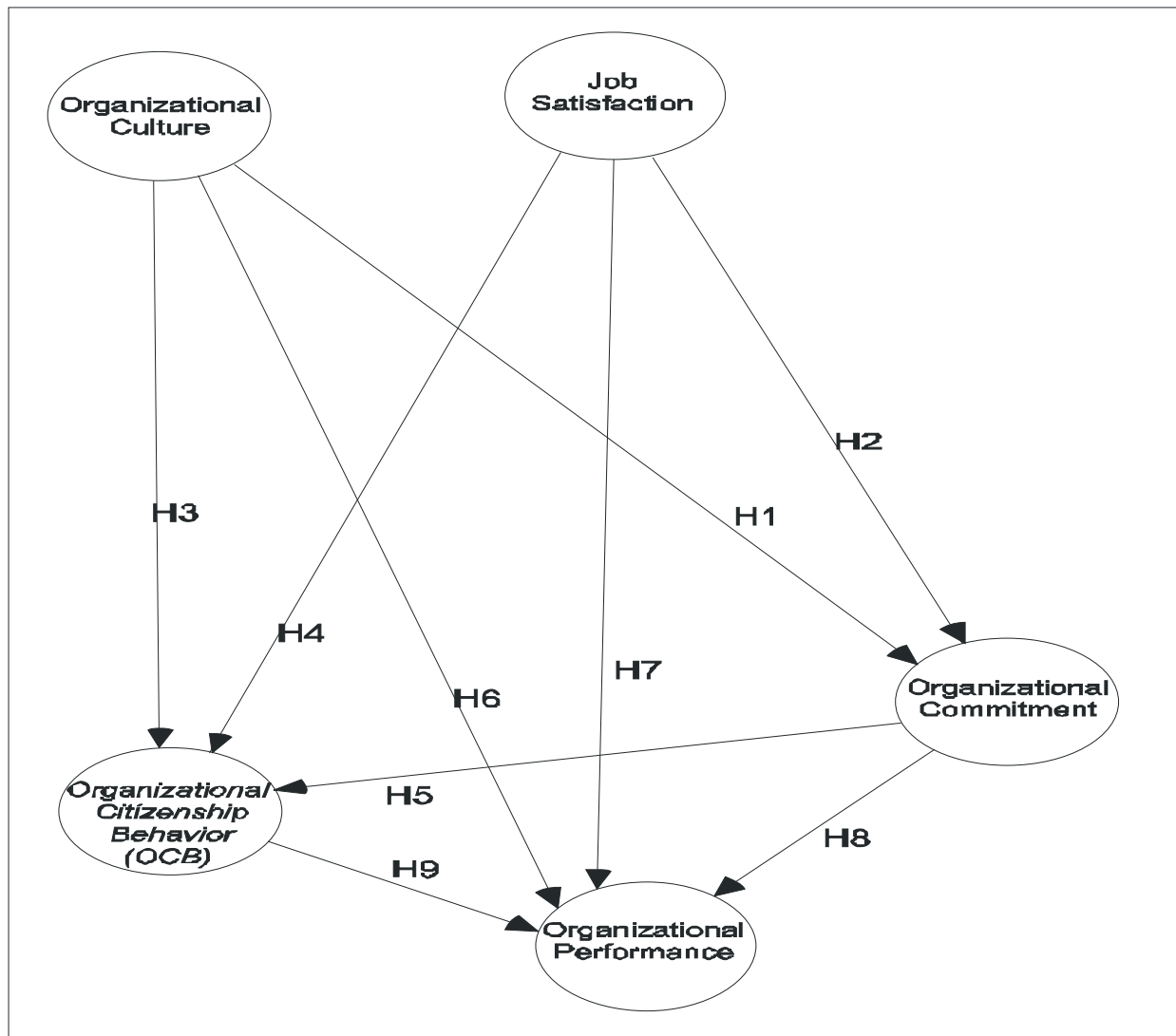
Organizational culture is a system of meanings, values and beliefs held together in an organization which is a reference to action and differentiate one organization to another organization (Mas'ud, 2004). Organizational culture further into the identity of the organization or the main character preserved and maintained (Mas'ud, 2004). A strong culture is a powerful tool to drive behavior, because it helps employees to do a better job so that each employee at the beginning of his career needs to understand the culture and how culture is implemented.

Organizational culture according Cheki (1996) is a set of norms, perceptions, behavior patterns that are created or developed in an organization to address the assumptions and basic view is believed to have been going well for the organization, so it is considered a positive value and deserve taught to new employees as a way right to think and act in performing their duties. In general, organizational culture is defined as a set of values, beliefs, and behavior patterns that make up the identity of the organization and conduct of their members (Deshpande & Farley, 1999).

Robbins (1998; 248) states that a system of shared meaning is formed by citizens who once made the difference with other organizations. Meaning system with a set of key characteristics of the values of the organization ("a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer examination, a set of key characteristics that the organization values "). Robbins gives the characteristics of organizational culture as follows:

- 1) Innovation and risk taking (Innovation and risk-taking), is the extent to which the organization encourages employees to be innovative and take risks. Additionally appreciate how the organization measures risk-taking by employees and employees generate ideas;
- 2) The attention to detail (Attention to detail), is the extent to which organizations expect employees to demonstrate accuracy, analysis and attention to details. Implementation of the common organization of the passenger terminal include: done recording the number of vehicles and passenger flows in and out of the terminal, checking the completeness of the administrative and technical requirements roadworthy vehicle;
- 3) Oriented to outcome (Outcome orientation), is the extent to which management focuses on results than focus on techniques and processes used to achieve those results. Implementation of the common organization of the passenger terminal include: implementing TPR sales base, fee collection, analyzing and evaluating the performance of duties;
- 4) Oriented to people (People orientation), is the extent to which management decisions take into account the effect of outcomes on people within the organization. Implementation of the common organization of the passenger terminal include: encouraging employees to run their ideas, giving awards to employees who successfully execute ideas;
- 5) Oriented team (Team orientation), is the extent to which work activities are organized around teams not only on individuals to support cooperation. Implementation of the common organization of the passenger terminal include: management support to employees to work together as a team, their support for keeping in touch with colleagues in other team members;
- 6) Aggressiveness (aggressiveness), is the extent to which The people in the organization to carry out an aggressive and competitive organizational culture as well as possible. Implementation of the common organization of the passenger terminal include: healthy competition among employees at work, employees are encouraged to achieve optimal productivity;
- 7) Stability (Stability), is the extent to which organizational activities emphasize the status quo in contrast to growth. Implementation of the common organization of the passenger terminal include: management retain potential employees, rewards and performance evaluation by management emphasized the individual efforts, although seniority tends to be a major factor in determining salary or promotion. In this study used indicators of Robbins

Based on the exposure, then the model will be tested in this study are as follows:



**Figure 1: Conceptual Framework and Hypotheses**

***Research Method***

This study categorized as explanatory research. Studies using correlation design approach. The design of useful correlation to analyze the relationship between one variable with another variable, or how a variable affect other variables. This type of research is usually used to see the phenomena of the phenomenon exist and we can develop a new model to complement the studies that have been done. The study population was employees of Small and Medium Enterprises (SMEs) in East Java shoes at the rank of Supervisor to Manager. The sampling technique used in this study is the sampling using sample collection (stratified cluster sampling) the population is divided into clusters of elements with a set of criteria that stratified by (Cooper and Emory, 1996: 238).

Criteria set elements for small industrial clothing are: Small and Medium Enterprises (SME) footwear manufacturing (not services). Using a sample size of 5-10 comparison observations for each indicator in all latent variables. In accordance with the initial structural models that are hypothesized, the number of indicators gleaned used in this study was 29 indicators. Thus the sample size should be 145-290. And samples were analyzed 29 indicators multiplied by 6 so total 174 respondents. Analysis of the data using the model equations Structural Equation Modeling (SEM). SEM can be used to examine the effects of direct and indirect causality. In addition, SEM can also measure the fit of a model to simultaneously estimate the variance and covariance variables are logically implied by the model (Kline, in Todd, 2003).

## Results and discussion

### Test Validity and Reliability

The test results question the validity of all items (instruments) studies of samples collected and processed using SPSS analysis tools 12.00 proves that all items are valid questions. Results of the analysis showed that all items have the question Pearson correlation greater than 0.40 and have significant value pearson smaller than  $\alpha$  (0.05). Thus, all of the indicators are used to probe respondents on variables of organizational culture, job satisfaction; organizational commitment, Organizational Citizenship Behavior (OCB) and organizational performance are valid. While the results of reliability test was done using SPSS 12:00 analytical tools of data that can be collected, it is known that the Chronbach alpha values of all the variables in this study is greater than 0.70 so that it can be said that reliability is acceptable even better. Thereby, it can be concluded that the results of measurements that have been done are reliable for further analysis

### Simulation Test Alignment Model

After showing structural models obtained from the analysis starts from the beginning according to the conceptual models, the simulation model of the first stage to the last stage, it is necessary to set out the structural models that have value alignment model (goodness of fit index) is best. In this study, the criteria used as a basis to determine the best model is the compliance coefficient P-Value, GFI, AGFI, TLI, CFI and the fulfillment of Chi-square (X<sup>2</sup> with degrees of freedom (df) is the smallest (Ferdinand, 2002). Based model test results from the first stage to the final stage, the structural models that have value alignment model (goodness of fit index) is best is as follows:

**Table 1: Results of Compatibility Test Model**

Criteria	Critical Value	Results and evaluation of models
Chi Square	Marginal	91,458 Goodness of fit
Significaned Probability	$\geq 0,05$	0,052 Goodness of fit
CMIN/DF	< 2,00	1,288 Goodness of fit
GFI	$\geq 0,90$	0,936 Goodness of fit
AGFI	$\geq 0,90$	0,893 Goodness of fit
TLI	$\geq 0,95$	0,919 Goodness of fit
CFI	$\geq 0,95$	0,945 Goodness of fit
RMSEA	$\leq 0,08$	0,041 Goodness of fit

Thus it can be said that the models were obtained have met and fused elements of alignment models and generate a significant influence between variables. Furthermore, based on this model fit will be testing the hypothesis proposed in this study.

### Relationship with organizational commitment organizational culture

H1: Organizational culture has a positive effect on organizational commitment.

Parameter estimation between organizational culture on organizational commitment showed significant results with values positive CR = 2.928; CR  $\geq 2.00$  with significance level of 0.05 (5%). Thus hypothesis 1 acceptable means to positively influence organizational culture significantly to organizational commitment in this study empirically proven. The results are consistent with Chen's research (2004) which indicated that organizational culture has a positive significant effect on organizational commitment. A strong organizational culture gives employees a clear understanding of 'how a settled affair.



Moon (2000) in his research indicates that organizational culture is measured through the clarity of organizational goals and job autonomy has positive significant effect on organizational commitment both in private companies and government enterprises. Culture can provide stability to an organization (Robbins, 2001). Strong organizational culture also has a major impact on the behavior of the members of the organization. At an organizational culture which is considered to be strong, then the organization's core values will be upheld and adhered to by all employees. If more and more members who hold fast to the core of the organization, the more powerful precisely the organizational culture.

Instead, a culture that has been ingrained it will be more influential to the members of the organization. This is due to the high level of togetherness and intensity so as to create an internal climate of high behavioral control, one thing is clear the result of a strong culture within an organization is the reduced level of discharge of an employee. High quality organizational culture that will reduce the tendency of an employee to leave his job and move on to another job. A strong organizational culture showed high agreement among members members', about what is retained by the organization. Firmness and unity that sort of thing that would be able to build cohesiveness, loyalty and ultimately will maintain a commitment to organization.

### **Relationship with job satisfaction organizational commitment**

H2: Job satisfaction has a positive effect on organizational commitment Parameter

Estimation between job satisfaction on organizational commitment showed significant results with values positive  $CR = 2.928$ ;  $CR \geq 2.00$  with significance level of 0.05 (5%). Thus hypothesis 2 acceptable means of job satisfaction is a significant positive effect on organizational commitment in this study empirically proven. Results of this study that if a person feels has fulfilled all the needs and desires by the organization automatically with full awareness of them will increase the level of commitment that was in him, it is appropriate Ackfeldt research and Coote (2005). If job satisfaction is met and become, the employees will be more committed to the organization.

Luthan (1995) and Ganzach (1998) which states that a positive variable on job satisfaction is the type of the job itself, salary / pay, promotion opportunities can, bosses and co-workers can be met, then there will be commitment to the organization well, so satisfaction will have an impact on organizational commitment. But there are also other empirical evidence shows a lack of clarity in the relationship between job satisfaction and organizational commitment in which the research is carried out between the two variables showed inconsistent results William (1991) and Mathieu (2001). Other researchers have found a relationship between organizational commitment and job satisfaction showed inconsistent results such as those presented Mathieu (2001).

They stated that job satisfaction is a variable precedes organizational commitment and organizational commitment have preceded the opposite of job satisfaction according the opinion of Bateman and Strasser (1984) to study which examined the relationship of job satisfaction in the increasing level of organizational commitment is an interesting topic and have a lot of their role, to reconcile the conflicting findings Ferris (1983) states that the nature of organizational commitment can change over time. While Fraser (1983) concludes that in general workers want an interesting and satisfying jobs, higher wages, decent working conditions, co-workers are friendly and fun, but there is also a mention of the main reason for choosing an organization to work place because of the good working relationship and the good name of the company

### **Organizational culture relationships with Organizational Citizenship Behavior (OCB)**

H3: Organizational culture has a positive effect on Organizational Citizenship Behavior (OCB)

Parameter estimation between organizational culture on Organizational Citizenship Behavior (OCB) showed significant results with values positif  $CR = 2.928$ ;  $CR \geq 2.00$  with significance level of 0.05 (5%). Thus hypothesis 3 acceptable means to positively influence organizational culture significantly on Organizational Citizenship Behavior (OCB) in this study empirically proven. This result is consistent with what dungkapkan Organ (1995) and Sloat (1999) in Zurasaka (2008), suggests several factors that affect Organizational Citizenship Behavior (OCB) as such is the culture of the organization

### **Relationship with job satisfaction Organizational Citizenship Behavior (OCB)**

H4: Job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB)

Parameter estimation between job satisfaction on Organizational Citizenship Behavior (OCB) showed significant results with values  $CR = 2.928$ ;  $CR \geq 2.00$  with significance level of 0.05 (5%). Thus hypothesis 4 acceptable means to positively influence job satisfaction significantly on Organizational Citizenship Behavior (OCB) in this study empirically proven. The results are consistent with the proposed Ackfeldt and Coote (2005), Kaihatu and Rini (2007) stated that job satisfaction was significantly and positively associated with OCB is reflected in the attitude of helping (altruism) and selfishness public interest (civic virtue). Ariani (2008) states that the organization's motives and personality self-evaluation is a core factor that can encourage Organizational Citizenship Behavior (OCB) member organizations individually. While Spector (1997), in Robbins and Judge (2008:105) suggests that satisfaction with the quality of work life is a major determinant of Organizational Citizenship Behavior (OCB) of an employee.

#### **Relationship with organizational commitment Organizational Citizenship Behavior (OCB)**

H5: Organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB)

Parameter estimation between organizational commitment on Organizational Citizenship Behavior (OCB) showed significant results with values positive  $CR = 2.928$ ;  $CR \geq 2.00$  with significance level of 0.05 (5%). Thus hypothesis 5 acceptable means to positively influence organizational commitment significantly on Organizational Citizenship Behavior (OCB) in this study empirically proven. The finding that significantly influence the organizational commitment Organizational Citizenship Behavior (OCB), can be explained that if the employee commitment to the organization is high, then the performance of extra-role / Organizational Citizenship Behavior (OCB) employees will increase.

According to O'Reilly and Chatman (1986) organizational commitment is a loyalty involvement shown by the employees of the organization. Because of the loyalty, then a worker would be willing to work beyond what he should do. This means, if the worker has a high organizational commitment it will indirectly bring up a behavior that exceeds his role (extra-role). Empirically it can be argued, if the employee indicates a desire to stay in an organization and feel the emotional attachment (affective commitment), they have an obligation to stay in an organization because it is the right thing to do (normative commitment). Indicated a willingness to endure due to employees if they come out will have an impact on the high cost they will bear (ongoing commitments). This will encourage employees to be more tolerant of difficulties and the inevitable burden of the work without complaining (helping behavior).

They volunteered to help others in overcoming the problems associated with the job (sportsmanship). The high level of commitment shown by the employees work must continue to be maintained by the owner through a variety of policies in favor of the employees. Thus will help drive them to work beyond their responsibilities (extra-role) although not taken into account in the reward system. If the assumption that developed the management that high employee commitment to the organization / company because of low or limited employment opportunities available in the job market, it will lower the anticipatory attitude in view of competition between organizations especially in the small and medium business environments. If the owners stick to this assumption, it is possible hijack best employees who have been getting coaching from his organization.

#### **Relationship with organizational performance organizational culture**

H6: Organizational culture has a positive effect on organizational performance

Parameter estimation between organizational culture on organizational performance positive bshowed significant results with values  $CR = 2.928$ ;  $CR \geq 2.00$  with a significance level of 0.05 (5%). Thus hypothesis 6 acceptable means to positively influence organizational culture significantly to organizational performance in this study empirically proven. The results are consistent with research Ogbonna and Harris (2000) which shows that the culture of an organization is able to moderate the influence of leadership style on job satisfaction impact on improving employee performance. Research Kotter and Heskett (1992) suggest that culture has a strong impact and the greater the achievement of the organization's work. Corporate culture can have a significant impact on the economic performance of the company in the long run.

Corporate culture may even be a more important factor in determining the success or failure of the company in the coming decades. The corporate culture that inhibits a solid financial performance in the long run is not uncommon; culture was developed with ease, even in a company full of wise and clever.

Although it is difficult to change, corporate culture can be made to further improve performance. Culture is essentially a foundation for an organization. If the foundation is not made strong enough, then how well of a building, it would not be sturdy enough to support him.

### **Relationship with job satisfaction organizational performance**

H7: Job satisfaction has a positive effect on organizational performance

Parameter estimation between job satisfaction on performance positive showed significant results with values  $CR = 2,046$ ;  $CR \geq 2.00$  with a significance level of 0.05 (5%). Thus hypothesis 7 acceptable means to positively influence job satisfaction significantly to organizational performance in this study proved statistically. The results are consistent with the research (Morrison, 1997) which states that the relationship between job satisfaction and performance occur at certain levels or in certain circumstances and the position of this relationship occurs in people who are at the manager level. There are some researchers who argue that job satisfaction and performance relationship is precisely the other way around where the good performance of employees will receive awards such as promotions, incentives attention from superiors that such awards encourage job satisfaction (Chruden, 1998).

By looking at the above opinion that there is a difference researchers then this has been answered by a researcher who claimed that the performance can be divided into two parts: In extra role and role performance in a role where performance is affecting the performance (antecedent) job satisfaction while extra role performance is the performance affected (consequence) by job satisfaction is therefore the opinion of previous investigators whether job satisfaction is affected or affect the performance of each is considered correct depending on which one makes the performance variables (Mac Kenzie, 1998) or it can also be said that the employees give their best for the organization if they also get the best of the organization where they work (Morrison, 1997)

### **Relationship with organizational commitment organizational performance**

H8: Organizational commitment has a positive effect on organizational performance

Parameter estimation between organizational commitment on organizational performance positive showed significant results with values  $CR = 3.114$ ;  $CR \geq 2.00$  with a significance level of 0.05 (5%). Thus the hypothesis 8 acceptable means to positively influence organizational commitment significantly to organizational performance in this study empirically proven. The results are consistent with research Porter and Steers (1992) The role of the organization's commitment to the company and trade unions, these results indicate union membership period is a significant characteristic to predict employee commitment to the organization and trade unions. The power of employee engagement and loyalty to the organization, if the employee commitment to the organization's high, it will affect the performance, while that employee commitment is low, the impact on performance is also low even can lead to the emergence of the desire to quit (Mac Kenzie, 1998).

The results are also in line with research conducted by Benkhoff (1997) is that the relationship between employee commitment to the organization and the performance showed significant results between the two. But there are also those who say that the commitment to the organization may be consequent or antecedent of performance. Research conducted Porter and Steer (1992) also stated that the person who committed the organization is the person who is willing to give something of him as a contribution to the good of the organization so committed to influencing organizational performance.

### **Relations Organizational Citizenship Behavior (OCB) with organizational performance**

H9: Organizational Citizenship Behavior (OCB) has a positive effect on organizational performance

Parameter estimation between Organizational Citizenship Behavior (OCB) to organizational performance positive showed significant results with values  $CR = 3.114$ ;  $CR \geq 2.00$  with a significance level of 0.05 (5%). Thus the hypothesis 9 acceptable means Organizational Citizenship Behavior (OCB) is a significant positive effect on organizational performance in this study is empirically proven. The result is consistent or in accordance with the results of research conducted by Organ and Ryan (1995) argued that employees who work in an organization that has high performance has Organizational Citizenship Behavior (OCB) better, compared with those who work in organizations that have performed less well.

In the study conducted by a longitudinal study with a sample of 27 restaurant in the U.S., Koys (2001) found that Organizational Citizenship Behavior (OCB) has a significant influence on the effectiveness of the organization, specifically Organizational Citizenship Behavior (OCB) may affect the performance of the organization in terms of: encouraging increased manager and employee productivity, encourage the use of the resources of the organization for more specific purposes, reducing the need to use scarce resources in the maintenance function, facilitating the coordination of activities among team members and working groups, further enhancing the organization's ability to maintain and sustain qualified employees by creating a work environment more pleasant place to work, improve the stability of the organization's performance by reducing the variability of the performance variation of each organizational unit, increasing the organization's ability to adapt to environmental changes.

In addition, organizations can encourage employees positive effect, such as helping other employees and support each other in teams. Because there are employees who volunteered to help another friend, but there are also personal to be driven first by the organization. In any employee selection, organizations can choose employees who have a positive personality. More important than all of that, organizations can establish a conducive environment to encourage Organizational Citizenship Behavior (OCB) in a variety of activities. Further explained that the dimensions of Organizational Citizenship Behavior (OCB) include loyalty, obedience, functional participation, social participation and advocacy participation, social capital interacts with an organization that is a structural dimension, relational dimension and cognitive dimension has a significant impact on organizational performance improvement

### ***Conclusion***

Performance of the organization in this case small and medium enterprises (SMEs) is highly influenced by the organizational culture, job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is an extra-role behavior of members of an organization that can improve organizational performance. Organizational culture and job satisfaction also affects the organizational commitment and Organizational Citizenship Behavior (OCB). Organizational commitment and Organizational Citizenship Behavior (OCB) are shown by the employees of small and medium enterprises (SMEs) shoes have good effect on the performance of the organization and this should be improved in order to further improve business performance.

Organizational culture also has a significant impact on organizational performance in the long run. Organizational culture may even be a more important factor in determining the success or failure of the organization in the coming decades. Culture is essentially a foundation for an organization. If the foundation is not made strong enough, then how good of a building, it would not be sturdy enough to support him. Organizational culture will also affect the commitment of the employees in the organization, the organization is committed to the people who are willing to give something of himself as a contribution to the good of the organization so committed to the organization affect performance, if the employee commitment to the organization's high, it will affect the performance, while if employee commitment is low, the impact on performance is also low even can lead to the emergence of a desire to get out.

Besides increasing employee satisfaction will also make employees have a strong commitment to the organization where he worked. The indication that the increasing leadership will further enhance organizational commitment. This means that satisfaction will positively influence on organizational commitment. Organizational commitment is the variables that affect Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is an extra-role behavior of members of an organization that can improve organizational performance. As behavior outside of a role to play, in fact Organizational Citizenship Behavior (OCB) cannot be separated from the work habits required in the job or in accordance with the role it plays.

Based on the above discussion, Organizational Citizenship Behavior (OCB) has a significant impact on organizational performance and success of the organization to achieve its objectives. So that organizations should pay more attention on Organizational Citizenship Behavior (OCB) members to better support the organization to achieve its objectives.

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