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ORGANIZATIONAL CULTURE, DISCIPLINE AND WORK MOTIVATION TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) EMPLOYEES

Fauzan Muttaqien¹⁾

1) Sekolah Tinggi Ilmu Ekonomi Widya Gama Lumajang, Lumajang, Indonesia

E-mail: fauzanmuttaqien99@gmail.com

Abstract

Organizational citizenship behavior is an extra and voluntary individual behavior out of their duties and very effectiveness to support of the goals organization. The research aims to determine effect of organizational culture, discipline and motivation to OCB employees of PT. BPR Nur Semesta Indah, Jember Regency. The sampling method using saturated sampling technique with a sample size of 84 employees (Central and Branch). The analysis method used is multiple linear regression. The outcome analysis of the data explained that variables of organizational culture, discipline and motivation have significant influences on organizational citizenship behavior partially. And Simultaneously, organizational culture, discipline and motivation variables have significant effect on organizational citizenship behavior. The result of coefficient determination test shows that the variables of organizational culture, discipline and motivation have an effect of 84.9% on organizational citizenship behavior. And 15.1% remaining has influenced other variables which is not explained in this research, such as style of leadership, organizational commitment and so on.

Keywords: organizational culture, discipline, work motivation, OCB

Introduction

The position of a business organization is very important because it is the important point of Indonesian economy development, as well as a symbol of improving human civilization. Business organizations, both the real sector and the financial sector, play a synergistic role in moving the wheels of the public economy (BI Outlook 2019). Therefore, its success depends on the attitude and behavior of the availability human resources in the company. If the human resources work well, cooperation in each other, there is a justice and proportional division of their tasks, have a work ethic, to attention culture of work, it will have a positive effect on the company, both in terms of image, profit, turnover, and business performance. If there are no positive values from the HR elements in the company, so the business organization to underline difficulties to make good governance (Mangkunegara, 2006).

The Efforts of increase organizational citizenship behavior had been needed such as organizational culture, discipline and work motivation. Organizational culture is a sharing system of organizational members where it's a differentiation from one organization to another (Robbins & Judge, 2015). The research earlier which is conducted by (Dewanggana, Paramita, & Haryono, 2016), (TW Lestari, 2018), (Suwibawa, Agung, & Saptana, 2018), (Intendy & Fitriani, 2019), (Nugraha & Adnyani, 2018) and (Mangindaan, Tewal, & Dotulong, 2020)

explain that organizational culture has a significant influence on OCB where its their research has inter correlation between organizational culture and Organizational Citizenship Behavior (OCB).

According to Rivai (2014) that discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness, as well as a person's willingness to obey all the rules and social norms that apply in a company. The Research earlier conducted by Barza & Arianti (2019) and Riantini & Iriawan (2016) prove that there is a direct influence between discipline and Organizational Citizenship Behavior (OCB) in organizations.

In that case, about correlation effect of work motivation with OCB, Afriyelnaidi & Abdurrahman (2017) explain that work motivation is a condition that can supported individuals to carry out activities to achieve organizational goals. Previous research conducted by (AS Lestari, Saridewi, & Sofia, 2018), (Nazmah, Mariatin, & Supriyantini, 2014), (Barlian, 2014), (Osman, Othman, Rana, Solaiman, & Lal, 2015), (Ramadianty & Aini, 2018), (Suhardi & Syaifullah, 2017), (Trigunajasa, Sularso, & Titisari, 2017) and (Dewi & Riana, 2019) says that work motivation has an influence in increasing the Organizational Citizenship Behavior (OCB) of employees where its can to reach out organizational goals.

FORMULATION OF THE PROBLEM

Base on the reason and background above, therefore the formulation of the problem is:

- a. Does organizational culture has affect to organizational citizenship behavior (OCB) in employees of PT. BPR Nur Semesta Indah, Jember Regency?
- b. Does discipline has affect to Organizational Citizenship Behavior (OCB) in employees of PT. BPR Nur Semesta Indah, Jember Regency?
- c. Does work motivation has affect to the Organizational Citizenship Behavior (OCB) in employees of PT. BPR Nur Semesta Indah, Jember Regency?
- d. Do organizational culture, discipline and work motivation have affect to Organizational Citizenship Behavior (OCB) in employees of PT. BPR Nur Semesta Indah, Jember Regency?

RESEARCH PURPOSES

Based on the formulation of the problem, the objectives of this study are as follows:

- a. Knowing the influence of Organizational Culture on Organizational Citizenship Behavior (OCB) on employees of PT. BPR Nur Semesta Indah, Jember Regency.
- b. Knowing the influence of Discipline on Organizational Citizenship Behavior (OCB) on employees of PT. BPR Nur Semesta Indah, Jember Regency.
- c. Knowing the effect of Work motivation on Organizational Citizenship Behavior (OCB) on employees of PT. BPR Nur Semesta Indah, Jember Regency.
- d. Knowing the influence of Organizational Culture, Discipline and Work motivation on Organizational Citizenship Behavior (OCB) on employees of PT. BPR Nur Semesta Indah, Jember Regency.

METHOD

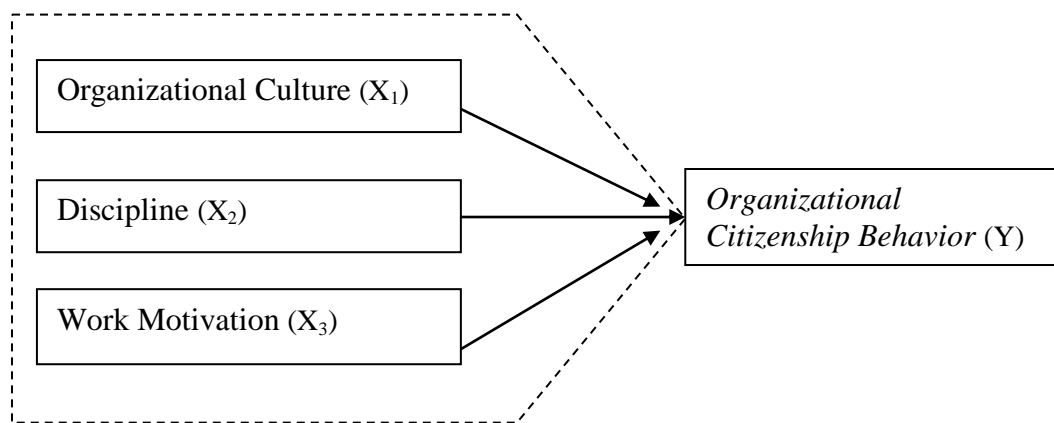
Conceptual Framework

Metodologi penelitian ini adalah penelitian kuantitatif dengan mencari hubungan assosiatif yang bersifat kausal. Menurut (Sugiyono, 2015). Penelitian ini termasuk jenis penelitian survei (*survey research*) yaitu penelitian yang tidak melakukan perubahan atau

tidak ada perlakuan khusus terhadap variable-variable yang diteliti (*non experimental*). Tujuan penelitian ini bersifat eksplanatori (*explanatory research*) dan prediksi dimana penelitian eksplanatori merupakan jenis penelitian yang menjelaskan hubungan kausal antara satu variable dengan variable lainnya melalui pengujian hipotesis. Hubungan kausal adalah hubungan yang bersifat sebab akibat. Jadi dalam penelitian ini ada variable independen (variable yang mempengaruhi) dan dependen (dipengaruhi). Untuk menganalisis variable independen (X1) yaitu variable Organizational Culture dan (X2) yaitu Variable Discipline dan Work motivation (X3) terhadap variable dependen yaitu *Organizational Citizenship Behavior* (Y). Dalam penelitian ini digunakan teknik analisis regresi linier berganda, yang akan digunakan untuk menguji hipotesis apakah terdapat pengaruh secara parsial maupun simultan antara variable independen (X) terhadap variable dependen (Y).

This research methodology is quantitative research with looking for associative relationships its base causality and including type of survey research where the research does not make changes or there is no special treatment of the variables studied/ non-experimental (Sugiyono, 2015). This research is explanatory research which explains the causal relationship between one variable and another through hypothesis testing. Causality is cause and effect relationship. The variables in this research such as independent variables (affecting variables), namely the Organizational Culture variable (X1); Discipline Variable (X2) and Work Motivation (X3). While the dependent variable (Y) is Organizational Citizenship Behavior (OCB). In this study, using multiple linear regression analysis techniques to test whether there is a partial or simultaneous influence between the independent variable (X) against the dependent variable (Y).

Research Framework



Picture 1. Research Framework

Source : (Mckenna 2005; Veithzal Rivai 2014; Bayu Fadilah dkk 2013; Saleem dan Amin 2013)

Information :

-▶ : Partial Lines
- ▶ : Simultaneous Lines

Research Object

The location of research is PT. BPR Nur Semesta Indah, Jember Regency with taking object of research are the variables of organizational culture, discipline, work motivation and organizational citizenship behavior (OCB). The reason for choosing the location and object of research because at PT. BPR Nur Semesta Indah, Jember Regency, be found phenomenon

where board of commissioners and directors, and the supported from executive officials and all employees have been able to rise from adversity in a period of five years (2015-2020) through management approaches, such as human resource management, financing, marketing, and operational management. Among the phenomenal are being able to solution quickly the high NPL its resulting mismanagement from bord of management previously, ability to lead good predicate level of management which has always been in an unhealthy position (KS), being able to improve trust of the customer both from individuals and from banking entities, able to control human resource turnover and be able to care industrial stability and the existence of institutions against market trust. Among the achievement indicators, among others, are the management's efforts to improve industrial relations between the availability of internal human resources and cooperation with related external partners. Among the concepts of BPR management improvement carried out by the management of PT. BPR Nur semesta Indah, Jember Regency is an improvement of mindset, attitudes and behavior human resources (employee, and board of executive) to understand of the meaning of work, cooperation and job values through an approach process of coaching, education, training, technical guidance, leadership, financial literacy and risk mitigation. With these concepts in the end creating comfort in work, optimization of business processes so that it can affect the success of PT. BPR Nur Universe Indah, Jember Regency. Among the approaches taken is building organizational culture, strengthening discipline, providing work motivation. which is allegedly able to create an extra role for employees.

Source And Data Types

Sources of data obtained for analysis in the study are internal data of PT. BPR Nur Semesta Indah, Jember Regency. While the type of data is primary data which derive of questionnaire results from respondents, which come from employees of PT. BPR Nur Semesta Indah, Jember Regency. The data used on the Likert scale, namely the measurement of variable data is carried out with giving a score to each answer from the questionnaire statement items (Sugiyono, 2011: 93).

Population And Sample

The population in this study were 84 employees of PT. BPR Nur Semesta Indah, Jember Regency. The sampling technique with simple random sampling where the principle of selecting the sample in the population has an equal chance of being selected. The method of determining the sample size used is the method developed by Roscoe in *Research Methods For Business* (1982: 253) as quoted by Sugiyono (2015: 164), that the appropriate sample size in the study is between 30 and 500.

Research Goals

Based on the formulation of the problem, the objectives of this study are forefold:

- a. Knowing the influence of organizational culture to organizational citizenship behavior (OCB) employees of PT. BPR Nur Semesta Indah, Jember Regency.
- b. Knowing the effect of discipline to organizational citizenship behavior (OCB) employees of PT. BPR Nur Semesta Indah, Jember Regency.
- c. Knowing the effect of work motivation to organizational citizenship Behavior (OCB) employees of PT. BPR Nur Semesta Indah, Jember Regency.

d. Knowing the influence of Organizational Culture, Discipline and Work Motivation on Organizational Citizenship Behavior (OCB) employees of PT. BPR Nur Semesta Indah, Jember Regency.

Technique Analysis Of Data

In this study, the data analysis technique using descriptive statistical techniques (Sugiyono, 2013: 142) in the form of tables, graphs, pie charts, pictograms, mode calculations, median, mean (central tendency measurement), decile calculations, percentiles, data distribution calculations. through calculating the mean and standard deviation, calculating percentage. With descriptive statistics, a correlation analysis of strength relationship between variables is also carried out, making predictions with regression analysis and making a comparison of the average sample or population data, so the technique of data analyzing used is inferential statistics.

To prove hypothesis what is there a significant relationship influence variables of the organizational culture (X1) and discipline (X2), and work motivation (X3) against OCB (Y) to employees at PT. BPR Nur Semesta Indah, Jember Regency (causal associative relationship), using techniques of multiple linear regression analysis, so that knowing influence of the independent variables (Sugiyono, 2012: 35). Before Prior to analysis and influence testing, the research questionnaire was tested for its validity and reliability. Furthermore, doing analysis and influence test using basic assumption of multiple linear regression first, namely the data must be normally distributed, free from multicollinearity and heterocedasticity.

RESULTS AND DISCUSSION

PT BPR Nur Semesta Indah, Jember Regency, which is engaged in the banking industry, was established based on the principle permit of financing minister No. S.047 / MK.13 / 1991 dated January 11, 1991 and update of business license from financing minister No. KEP-055 / KM.13 / 1992 Dated March 3, 1991: Establishment update of PT. BPR Nur Semesta Indah No. 6 dated 12 December 2015 by notary Elly Herawati Sutedjo, S.H. and has been recorded in the Legal Entity Administration System of Ministry of Law and Human Rights No. AHU-AH.01.03-0985685 December 5, 2015. The last update of the management was recorded in the Financial Services Authority administration no. S-429 / KO.352 / 2018 dated 29 December 2018. In this study the respondents analyzed were employees of PT. BPR Nur Semesta Indah, Jember Regency, amounting to 84 peoples

a. Description of Respondents

1) Description of Respondents By Gender

Table 1. Description Respondent By Gender

Gender	Total	Percentage
Male	59	70,2%
Female	25	29,8%
Jumlah	84	100%

Source: Outcome of Data Processing 2020

2) Description of Respondent by Age

Table 2. Description Respondents by Age

Ages	Total	Percentage
< 20 years	1	1,2%
20-30 years	37	44%
31-40 Years	20	24%
41-50 Years	13	15.4%

51-60 Years	12	14,2%
More than 60 Years	1	1,2%
Total	84	100%

Source: Outcome of Data Processing 2020

3) Description Respondents By Education

Table 3. Description Respondents By Education

Qualification	Total	Percentage
Primary School	2	2,4%
Junior High School	9	10,7%
Senior High School	50	59,5%
Bachelor's Degree	21	25%
Bachelor's Degree 2	2	%
Doctorate	0	0%
Jumlah	84	100%

Source: Outcome of Data Processing 2020

b. Description of Respondent responses to research Variables

1) Description of Respondents' Responses to Organizational Culture

Table 4. Description of Respondents' Responses to Organizational Culture

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Score	Average
1	Employees appreciate and respect each other at work	0 0	3 3,6	15 17,9	48 57,1	18 21,4	333	3,96
2	Employees are able to complete tasks in collaboration with others	0 0	5 6	14 16,7	48 57,1	17 20,2	329	3,92
3	Employees in appearance conform to the rules	0 0	4 4,8	19 22,6	45 53,6	16 19	325	3,87
Average								3,92

Source: Outcome of Data Processing 2020

2) Description of Respondents' Responses to Discipline

Table 5. Description of Respondents' Responses to Discipline Variable

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Score	Average
1	Employees arrive before working hours	0 0	2 2,4	16 19	52 61,9	14 16,7	330	3,93

2	Employees take breaks according to recess	0 0	3 3,6	13 15,5	49 58,3	19 22,6	336	4
3	Employees go home according to home hours	0 0	4 4,8	15 17,9	47 56	18 21,4	331	3,94
4	Employees dress according to the rules	0 0	3 3,6	16 19	50 59,5	15 17,9	329	3,92
5	Employees carry out work according to existing procedures	0 0	2 2,4	18 21,4	50 59,5	14 16,7	328	3,90
6	Employees comply with all rules at work	0 0	1 1,2	15 17,9	57 67,9	11 13,1	330	3,93
7	Employees are responsible for all work assigned by leaders	0 0	3 3,6	15 17,9	53 63,1	13 15,5	328	3,90
8	Employees carry out work according to their abilities	0 0	2 2,4	21 25	45 53,6	16 19	327	3,89
9	Employees comply with other existing regulations	0 0	4 4,8	14 16,7	48 57,1	18 21,4	332	3,95
Average								3,93

Source: Data Processing Outcome 2020

3) Description of respondents responses to Motivation of work Variable

Table 6. Description of respondents responses to Motivation of work variable

No	Statement	Strongly	Disagree	Neutral	Agree	Strongly	Score	Average
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		Disagree				Agree			
1	Employees are highly responsible for all of their work	0	1	16	51	16	334	3,97	
		0	1,2	19	60,7	19			
2	Employees work creatively and optimally according to their abilities	0	1	16	46	21	339	4,04	
		0	1,2	19	54,8	25			
3	Employees are entitled to creative opportunities in completing a task given by leaders	0	5	17	45	17	326	3,9	
		0	6	20,2	53,6	20,2			
4	Employees are willing to get a bonus for their performance	0	0	20	50	14	330	3,93	
		0	0	23,8	59,5	16,7			
5	Employees are given a job that is challenging	0	2	10	58	14	336	4	
		0	2,4	11,9	69	16,7			
Average								3,99	

Source: Data Processing Outcome 2020

4) Description of respondents responses to OCB variable

Table 7. Description of respondents responses to OCB variable

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Score	Average
1	Employees help each other colleagues who have difficulty completing work	0	1	16	52	15	333	3,96
		0	1,2	19	61,9	17,9		
2	Employee performance exceeds minimum	0	1	17	47	19	336	4
		0	1,2	20,2	56	22,6		

	standards							
3	Employees are responsive in participating and caring about organization	0 0	2 2,4	17 20,2	51 60,7	14 16,7	329	3,92
4	Employees at work don't complain about the duties assigned by leaders	0 0	3 3,6	14 16,7	48 57,1	19 22,6	335	3,99
5	Employees behave politely in working between individuals	0 0	4 4,8	13 15,5	50 59,5	17 20,2	332	3,95
Average								3,96

Source: Data Processing Outcome 2020

B. Results of Testing Research Instruments

1) Validity Test Results

A statement instrument is classified valid if $r \text{ count} > r \text{ table}$, and if $r \text{ count} < r \text{ table}$ is classified invalid statement.

Table 8. Validity Test Results

Quetionary	r count	r table	Information
Organizational Culture (X1)			
Statement 1	0,873	0,3	Valid
Statement 2	0,847	0,3	Valid
Statement 3	0,823	0,3	Valid
Discipline (X2)			
Statement 1	0,724	0,3	Valid
Statement 2	0,730	0,3	Valid
Statement 3	0,752	0,3	Valid
Statement 4	0,742	0,3	Valid
Statement 5	0,762	0,3	Valid
Statement 6	0,627	0,3	Valid
Statement 7	0,712	0,3	Valid
Statement 8	0,738	0,3	Valid
Statement 9	0,695	0,3	Valid
Work Motivation (X3)			
Statement 1			

Statement 2	0,791	0,3	Valid
Statement 3	0,773	0,3	Valid
Statement 4	0,753	0,3	Valid
Statement 5	0,813	0,3	Valid
	0,761	0,3	Valid
Organizational Citizenship Behavior (Y)			
Statement 1			
Statement 2	0,761	0,3	Valid
Statement 3	0,695	0,3	Valid
Statement 4	0,755	0,3	Valid
Statement 5	0,729	0,3	Valid
	0,770	0,3	Valid

Source: Data Processing Outcome 2020

Based on the data table above, it shows that the value of r count is greater than r table. So it can be concluded that all statements are valid.

2) Reliability Tes Result

An instrument is classified reliable if coefficient value is > 0.6 then the instrument is not reliable if coefficient value is < 0.6 .

Table 9. Reliability Tes Result

Variable	Cronbach's Alpha	Information
Organizational Culture	0,845	Reliabel
Discipline	0,774	Reliabel
Work motivation	0,800	Reliabel
Organizational Citizenship Behavior	0,791	Reliabel

Source: Data Processing Outcome 2020

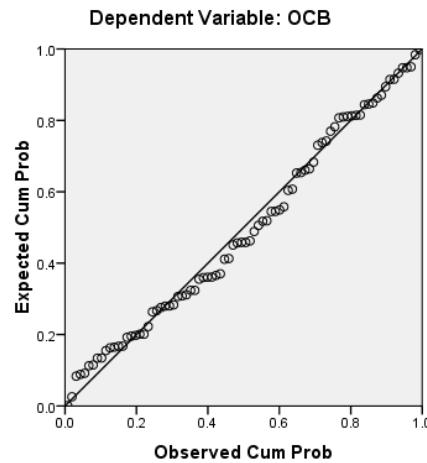
Based on the data table above shows that the value of the reliability coefficient (Cronbach's alpha) > 0.6 , it can be concluded that all variables are classified reliable.

a. Classical Assumption Tes Result

1) Tes result Normalitas

Uji normalitas merupakan pengujian untuk melihat apakah variable dependen dan independen memiliki distribusi normal atau tidak (Azuar, 2013). Kriteria dalam menentukan normal atau tidaknya variable dependen dan independen apabila data menyebar di sekitar garis diagonal dan mengikuti arah garis diagonal.

Normal P-P Plot of Regression Standardized Residual



Picture 2. Normality Tes Result

Source : Data Processing Result 2020

Based on the picture above, it shows that the plot points are between the diagonal lines, so the normality test is classified normal.

2) Multicolinierity Tes result

Multicollinearity test was used to test whether the regression model found a strong correlation between the independent variables. To find out the test results by looking at value of the Variance Inflation Factor / VIF it does not exceed 4 or 5 (Azuar, 2013).

Table 10. Rekapitulasi Tes result Multikolinieritas

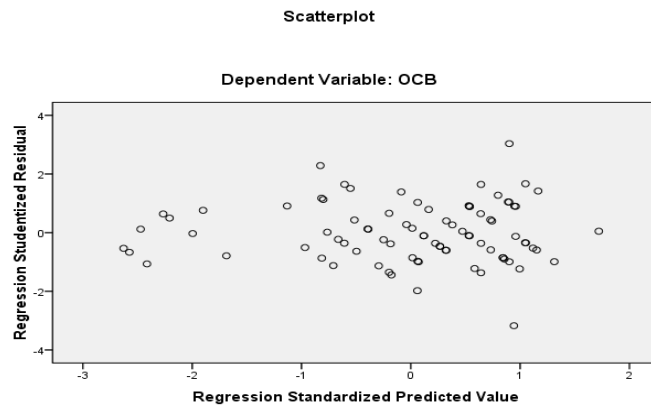
Variable	Tolerance	VIF	Information
Organizational Culture	0,299	3,340	Free of Multicollinearity
Discipline	0,256	3,908	Free of Multicollinearity
Work motivation	0,425	2,354	Free of Multicollinearity

Source: Data Processing Result 2020

Based on the data above, it shows that the VIF value does not exceed 4 or 5, it can be concluded that the test result is declared free of multicollinearity.

3) Heterocedastisity Test Result

Heteroscedasticity test is used to test whether in the regression model, there is an inequality of variance from one residual to other observation. To find out the results of the heteroscedasticity test is looking at certain patterns, such as dots (existing points form a certain regular pattern (wavy, widened then narrowed), then there has been heteroscedasticity.



Picture 3. Heteroscedastisity Test result

Source : Data Processing Result 2020

Based on the picture above, it shows that the plot points spread out in all directions without forming a pattern, so it is declared free of heteroscedasticity.

b. Statistical Test Result

1) Analysis of Multiple Linear Regression Test result

Table 11. Analysis of Multiple Linear Regression Test result

No	Variable Independent	B
1	Konstanta	0,683
2	Organizational Culture	0,242
3	Discipline	0,247
4	Work motivation	0,381

Source: Data Processing Result 2020

Based on the table data above, it can be seen that the regression equation model is written in the form of the Unstandardized Coefficients regression equation as follows:

$$OCB = 0,683 + 0,242BO + 0,247DK + 0,381M$$

Information :

- OCB = *Organizational Citizenship Behavior*
- 0,683 = Konstanta
- 0,242 = Coefficient Organizational Culture
- 0,247 = Coefficient Discipline
- 0,381 = Coefficient Work motivation
- BO = Organizational Culture
- DK = Discipline
- M = Work motivation

From the multiple linear regression equation result above, it can be explained that:

1. Value of Constans is 0.683 indicates that the value of OCB is equal to 0.683 if the value of organizational culture, discipline and motivation is equal to 0 (zero).
2. The organizational culture coefficient of 0.242 (positive indicates a unidirectional relationship) concluded that every increase 1% of organizational culture variable will being increase the employee's OCB equal to 0.242 and vice versa if every 1% decrease in the organizational culture variable will decrease the employee's OCB equal to 0.242

- assuming the coefficient value of the discipline variable and constant or constant work motivation.
3. The discipline coefficient of 0.247 (positive indicates a unidirectional relationship) states that every 1% increase in the discipline variable will increase the employee's OCB by 0.247 and vice versa if every 1% decrease in the discipline variable will decrease the employee's OCB by 0.247 assuming the coefficient value of organizational culture and motivation variables constant.
 4. Work motivation coefficient of 0.381 (positive indicates unidirectional relationship) concluded that every increase 1% in the work motivation variable will increase the employee's OCB equal to 0.381 and vice versa if every 1% decrease in the discipline variable will decrease the employee's OCB equal to 0.381 assuming the coefficient value of the organizational culture and discipline variables is constans.

Based on the table above, it can be seen that the independent variable that most influences OCB is work motivation variable with a coefficient value equal to 0.381.

d. Hypothesis Test

1) Partial Test (T)

The t test is used to determine the partial effect of independent variable againts to dependent variable. To do the T test, has needed T table result. The results of T table at the level significance 5% level with degrees of freedom t table = $(\alpha / 2; nk-1) = (0.05 / 2; 84-3-1) = 0.025; 80$, then the obtained t table = 1,990. The test criteria are as follows:

- If t count > t table, means is the hypothesis accepted
- If t count < t table, means is the hypothesis rejected

Table 12. T Test Result (Partial Test)

Variable	t count	Sig.	Information
Organizational Culture	2,312	0,023	Signifikan
Discipline	5,170	0,000	Signifikan
Work motivation	5,946	0,000	Signifikan

Source: Data Processing Result 2020

Based on the table data above, the results of the t test (partial test) are follows:

1. First Hypothesis

H1: There is a significant influence of organizational culture on employee OCB at PT. BPR Nur Semesta Indah, Jember Regency

From the results of the t test for the organizational culture variable, the t value is 2.312 with a significance 0.023. This shows that t count > t table, then the hypothesis is accepted. So it can be concluded that organizational culture has a significant effect on OCB of PT. BPR Nur Semesta Indah, Jember Regency.

2. Second Hypothesis

H2: There is a significant effect of discipline on employee OCB at PT. BPR Nur Semesta Indah, Jember Regency

From the results of t-test of discipline variable obtained that t count is 5.170 with a significance is 0.000. This shows that t count > t table, then the hypothesis is accepted. So it can be concluded that discipline has a significant positive effect on employee OCB at PT. BPR Nur Semesta Indah, Jember Regency.

3. Third Hypothesis

H3: There is a significant effect of work motivation on organizational citizenship behavior of employees at PT. BPR Nur Semesta Indah, Jember Regency.

From the t test results of the work motivation variable, the t value is 5,946 with a significance of 0,000. This shows that t count > t table, then the hypothesis is accepted. So it can be concluded that work motivation has a significant positive effect on OCB at PT. BPR Nur Semesta Indah, Jember Regency

2) F Test Result (Simultaneous Test)

The F test is used to determine the effect of the independent variable on the dependent variable simultaneously. To perform the F test, the results of the F table are needed. The results of the F table at the level of significance is 5% with degrees of freedom F table = (k; n-k) = (3; 84-3) = 3; 81, then the obtained t table = 2.72. The test criteria are as follows:

- If F count > F table, mean the hypothesis is accepted
- If F count < F table, mean the hypothesis is rejected

Table 13. F Tes Result (Simultaneous Test)

F count	Sig.	Information
156.609	0,000	Signifikan

Source: Data Processing Result 2020

1. Fourth Hypothesis

H4: There is a significant influence of organizational culture, discipline and work motivation on OCB of PT. BPR Nur Semesta Indah, Jember Regency.

From the results of F test independent variable, it is obtained F count to 156.609 with a significance value to 0.000. Means of it F count is greater than F table, it can be concluded that organizational culture, discipline and work motivation have a significant effect on the OCB of PT. BPR Nur Semesta Indah, Jember Regency.

e. Determination Coefficient Test Result (R²)

Coefficient determination (R²) can determine the best level accuracy in regression analysis, this is shown by magnitude of coefficient determination (R²) between 0 (zero) to 1 (one). To looking at the coefficient determination in multiple linear regression is to use the value of R Square.

Table 14. Result of Coefficient Determinasi Test(R²)

R Square Value	Precentage (%)
0,849	84,9%

Source: Data Processing Result 2020

Based on the table of data above shows that the coefficient determination (R Square) is 0.849. This means that 84.9% OCB is influenced by independent variables consist of organizational culture, discipline and work motivation, while the remaining to 15.1% or 0.151 OCB is influenced by other variables not examined in this study.

RESEARCH RESULT

a. The Influence of Organizational Culture on OCB

From the results of data analysis illustrates that the result of validity test against items statement of organizational culture are valid. The results of reliability test on organizational culture are reliable. The results of normality test on organizational culture are normal. The result of multicollinearity test on organizational culture is free of multicollinearity. The results of heteroscedasticity test on organizational culture are free of heteroscedasticity. The results test of multiple linear regression analysis on organizational culture are positive which shows a unidirectional relationship to organizational citizenship behavior.

From the results of the hypothesis its known that T test of organizational culture variables has shown t count is greater than t table, then the hypothesis is accepted. So it can be concluded that the organizational culture partially has a significant effect on the OCB of employees at PT. BPR Nur Semesta Indah, Jember Regency. This is shown by respect and courtesy of employees in working one another, completes tasks in a collaborative manner and looks according to the rules, which will increase employee OCB. If the relationship between employees at work was better, so the OCB will increase.

The results also showed that organizational culture has important benefits in increasing organizational citizenship behavior of employees, namely increasing teamwork between divisions at PT. BPR Nur Semesta Indah, Jember Regency, thus creating a comfortable and harmonious atmosphere of work. This result had supported from previous research by (Dewanggana et al., 2016), (Suwibawa et al., 2018), (Din Intendy & Fitriani, 2019), (Nugraha & Adnyani, 2018) and (Mangindaan et al., 2020) which states that organizational culture has an influence on organizational citizenship behavior of employees.

b. The Effect of Discipline on OCB.

From the data analysis, it can be seen that the results of validity test to items statement of discipline variables are valid, because r count is greater than the r table. The results of reliability test for discipline are reliable, because the alpha Cronbach's value is greater than reliability coefficient value. The normality test results against discipline are normal, because the plot points are between the diagonal lines. The result of multicollinearity test for discipline is free multicollinearity, because the VIF value does not exceed the criteria. The result of heteroscedasticity test for discipline is free heteroscedasticity, because the plot points spread in all directions without forming a pattern. The test results of multiple linear regression analysis on discipline are positive which shows a unidirectional relationship and affects OCB.

From the results of the t test it is known that the t count value of discipline variable is greater than t table, so the hypothesis was accepted. So it can be concluded that discipline partially has a significant effect on organizational citizenship behavior of employees at PT. BPR Nur Semesta Indah, Jember Regency This is shown by the discipline of time (employees arrive before working hours, employees take breaks according to rest hours and employees go home according to hours), discipline in organizational regulations (employees dress according to the rules, employees carry out work according to exist procedures and employees comply with all rules at work), discipline towards the rules of conduct at work

(employees are responsible for all work its assigned by the leaders and employees carry out work according to their abilities) and discipline towards other existing rules (employees comply with other existing regulations), then organizational citizenship behavior of employees increases.

The results of this study indicate that discipline has important benefits in improving OCB employee's, namely increasing employee compliance with all applicable regulations and increasing the sense of responsibility to work at PT. BPR Nur Semesta Indah, Jember Regency. This is in line with previous research conducted by (Barza & Arianti, 2019) and research (Riantini & Iriawan, 2016) which states that discipline has an effect on OCB employee's.

c. Effect of Work Motivation on OCB

From the results of data analysis, it is known that the results of validity test items statement work motivation are valid, because r count is greater than r table. The results of reliability test on work motivation are reliable, because the Alpha Cronbach's value is greater than the reliability coefficient value. The results of normality data test are normal, because the plot points are between the diagonal lines. The multicollinearity test result of the work motivation variable is free of multicollinearity, because the VIF value does not exceed the criteria. The results of the heteroscedasticity test to work motivation are free of heteroscedasticity, because the plot points spread out in all directions without forming a pattern. The test results of multiple linear regression analysis to work motivation are positive, indicating a unidirectional relationship and the most influential variables on OCB.

From the t test results of work motivation variable its known that t count value is greater than t table, so the hypothesis was accepted. So it can be concluded that work motivation partially has a significant effect on OCB of PT. BPR Nur Semesta Indah, Jember Regency. This means that items of responsibility for work, work performance, opportunities to be creative at work, bonuses for performance and challenging work will increase OCB. Work motivation is the most influential variable because there is a bonus for good performance so that it can increase OCB employee's.

The results the study indicate that work motivation variable has important benefits in increasing OCB employee's, which is to stimulate an increase in the work performance of human resources and institutions so that it can supported employee 's creation and employee's welfare at PT. BPR Nur Semesta Indah, Jember Regency. This research is in line with previous research by (AS Lestari et al., 2018), (Nazmah et al., 2014), (Barlian, 2014), (Osman et al., 2015) (Ramadianty & Aini, 2018), (Suhardi & Syaifullah, 2017), (Trigunajasa et al., 2017) and research (Dewi & Riana, 2019) which is stated that work motivation has an effect on OCB.

d. Effect of Organizational Culture, Discipline and Work Motivation on OCB

From the results of F test analysis, its known that F count value is greater than F table, it can be concluded that the fourth hypothesis of this study is accepted, namely that organizational culture, discipline and work motivation simultaneously have a significant effect on OCB of PT. BPR Nur Semesta Indah, Jember Regency. From the results of the coefficient determination test, its known that the coefficient of determination is 0.849 or 84.9%. With these results indicate that OCB is influenced by variables of organizational culture, discipline and work motivation, while the remaining 15.1% is influenced by other variables that are not studied such as leadership style, organizational commitment and so on.

CONCLUSION

This research is a quantitative study about effects of organizational culture, discipline and work motivation on organizational citizenship behavior partially and simultaneously at PT. BPR Nur Semesta Indah, Jember Regency. Based on the formulation of the problem, hypothesis and discussion of the research described above, it can be concluded as follows:

- a. Organizational culture has a significant effect on OCB at PT. BPR Nur Semesta Indah, Jember Regency. These results provide support for the first hypothesis which stated that organizational culture has a significant effect on OCB employee's.
- b. Discipline has a significant effect on OCB at PT. BPR Nur Semesta Indah, Jember Regency. These results conclusion supported by the second hypothesis which stated that there is a significant effect of discipline on employee OCB.
- c. Work motivation has a significant effect on OCB at PT. BPR Nur Semesta Indah, Jember Regency. These results provide supported by the third hypothesis which stated that work motivation has a significant effect on OCB employee's.
- d. Organizational culture, discipline and work motivation simultaneously have a significant effect on OCB at PT. BPR Nur Semesta Indah, Jember Regency. These results supported by the fourth hypothesis which stated that there is a significant simultaneous influence on OCB employee's.

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