

# HUMAN CAPITAL STUDY: CAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR BOOSTING JOB SATISFACTION?

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## Abstract

*Organizational Citizenship Behavior (OCB) is a challenge in the world of work today, because organizations will certainly feel happy if they have employees who behave OCB. Organizations need to pay attention to employees and be able to manage employees so that they have superior employees that are not owned by other organizations. In this case it will also be beneficial for the organization. Problems that occur in organizations related to work ethics such as discipline. Therefore, it is necessary to build an OCB model that impacts Job Satisfaction in the workplace. In order to solve these organizational problems, it can facilitate the emergence of a work ethic. This research is a quantitative study, with a sample of 138 respondents from PT Pertamina Lubricants – Production Unit Cilacap. Multiple linear regression analysis instruments and data processed using SPSS. The empirical test results prove that the dimensions of OCB including altruism, awareness, politeness, sportsmanship, and the virtues of citizenship have a significant effect on job satisfaction. The contribution of this study uses the perspective of human capital theory with managerial implicit which emphasizes the importance of building an adaptive work environment, building a better collectivism culture and increasing spirituality in the workplace.*

**Keywords** : organizational citizenship behavior, altruism, conscientiousness, courtesy, sportsmanship, civic virtue, job satisfaction, human capital theory

## 1. Introduction

Today's companies not only require employees to behave in-role, but also to be able to show extra-role behavior. Extra-role behavior is the attitude of employees who do their work outside the jobdesk of what is assigned by the organization and do it selflessly. If the organization has employees who behave in an extra-role role, it will be highly valued by the organization. Extra-role behavior is known as organizational citizenship behavior (OCB). OCB considers the importance of managing reliable employees who are able to contribute to the organization and can provide job satisfaction.

According to data from Accentur, a business and management consulting agency working with JobStreet.com. Indonesia as a job vacancy application has conducted a survey of 17,623 workers in Indonesia in early October 2022 regarding job satisfaction. Based on the results of this survey, it shows that in Indonesia, 73 employees feel dissatisfied at work. In this case it shows that the level of job dissatisfaction is still very high in Indonesia. The way to increase job satisfaction is driven by OCB behavior.(Krovetz & Rogaway, 2021)

The case study in this research has organizational dynamics engaged in producing a product, especially the production of lubricants that will be marketed to consumers. Organizations engaged in production do more work in teams or groups than individually. Therefore, to realize organizational goals requires employees who have communication skills, are open, honest, help each other, and accept differences of opinion. An organization can be said to be successful if it can manage the management system that is implemented and is able to manage all activities within the organization. There is a gap phenomenon regarding discipline problems that occur which can be seen through the attendance record data which shows employee lateness records.

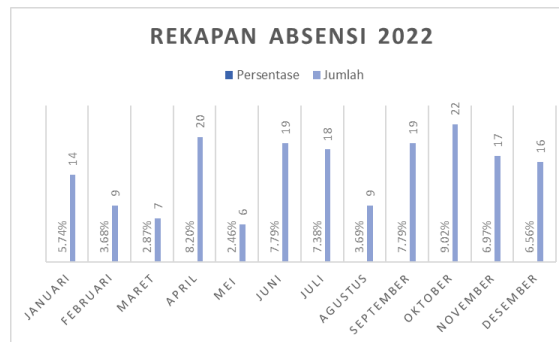


Figure1. Employee attendance

Figure 1 shows a graph of employee absences who arrived late in 2022 for more than ten people in January, April, June, July, September, October and November. This is a problem for the organization because it will hinder the work process in the production of lubricants from being timely because it does not take advantage of the time that has been set for an organization's work hours.

Problems related to absenteeism in this study are reviewed from the perspective of human capital theory. Human capital is defined as the human being himself, both individually and as a team, and personal experience that is lent to the company. (Yohanes & Hidayati, 2019) Organizations invest more in their employees. The organization will certainly benefit. So that the good or bad company can be seen from the human resources of the organization.

The important role of OCB for employees and organizations in the midst of many business competitors has driven the development trend of research on OCB. (Indarti, Solimun, Fernandes, & Hakim, 2019) One of the factors that can affect OCB in the workplace is job satisfaction (Arifah, 2022) Therefore companies need to pay attention to how much employees experience job satisfaction while working. (Lestari & Ghaby, 2018) *Job Satisfaction makes an optimal contribution to companies that tend to produce satisfying jobs.* (Razak, Sarpan, & Ramlan, 2018) So that organizations need to build human capital theory to increase job satisfaction at the employee level.

## 2. Method

This study uses a type of deductive research derived from human capital theory which explains the role of OCB variables with five dimensions of altruism, conscientiousness, courtesy, sportsmanship, civic virtue on job satisfaction. The data collection technique used in this study was a saturated sample, which consisted of 148 outsourced workers from PT Pertamina Lubricants – Production Unit Cilacap. Through distributing questionnaires distributed online which have been distributed to 148 respondents with a response rate of 100% so that 148 respondents were obtained. Data processing shows that there are 10 data outliers. Therefore, there were only 138 respondents who were eligible to be used as research samples. The number of sufficient samples is 23 (number of indicators) x 6 = 138 (Hair et al., 2014). This study uses SPSS using validity test, reliability test, classic assumption test including normality test, linearity test, multicollinearity test, and multicollinearity test, multiple linear regression analysis, hypothesis testing with t test, f test and coefficient of determination.

Literature review:

### **Theory of Human Capital**

Theory of Human Capital is everything related to HR with all the capabilities it has, so as to create value for the company. (Yohanes & Hidayati, 2019) Human Capital can be an investment asset for organizations. In this perspective human capital theory is implemented in the context of OCB. OCB in order to encourage intangible assets in

the form of human capital and intellectual property to build an organization to encourage job satisfaction at the employee level. Human Capital is a concern for managers to pay more attention to employees adapting to changes and being able to position employees who work according to their interests, intentions and talents. If employees work according to what is desired, it will increase job satisfaction (Hermawan, I.Inayah, & Sukmariansa, 2020) Furthermore, this model is developed in the following hypothetical model image:

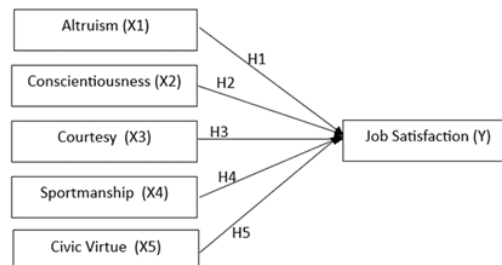


Figure2. Hypothetical model

### **Organizational Citizenship Behavior**

OCB is a form of enthusiastic employee behavior to help employees enthusiastically outside the job description (Tawil, 2022) OCB has five dimensions, among others *altruism*, *conscientiosness*, *courtesy*, *sportsmanship*, *civic virtue*. (Alsheikh & Sobihah, 2019)

#### **Altruism**

According to the (Aulia, 2019) *Altruism* is the opposite of egoism, the behavior possessed by a person to help and care for others even though they are not given a reward, they still feel happy and satisfied because they can help. According to the (Habeeb & Nonino, 2019) *Altrusim* is the act of workers voluntarily helping others to complete their work assignments by showing concern for helping each other without self-interest. According to the (Habeeb & Nonino, 2019), indicator *altruism* is as follows (a) *help other who work overload* (b) *help new co-workers who are having trouble* (c) *taking time to help other* (d) *always ready to help people*.

#### **Consicentiosness**

According to the (Aulia, 2019) *Conscientiosness* is behavior that refers to socially required tasks, has an organized attitude, is responsible, practical, hardworking. According to the (Habeeb & Nonino, 2019) *Conscientiosness* in actions of workers that go beyond the role and the minimum requirements of the task. This leads to employee acceptance and compliance with procedures and results in maximum performance. According to the (Habeeb & Nonino, 2019) indicator conscientiousness is as follows: (a) *people complacence with the rules* (b) *presence* (c) *receive wages according to achievement*.

#### **Courtesy**

According to the (Aulia, 2019) *Courtesy* is the behavior of individual employees who respect each other and pay attention to others. According to the (Habeeb & Nonino, 2019) *Courtesy* is courtesy involving tactful and considerate behavior that prevents problems with other jobs. According to the (Habeeb & Nonino, 2019) indicator *courtesy* is as follows: (a) *avoid interpersonal problems co-worker* (b) *not invective the rights of other* (c) *consider the repercussions of his actios to the work of other employees*.

### **Sportsmanship**

According to the (Aulia, 2019) *Sportsmanship* is someone who has tolerance for unfavorable conditions in the company does not make the atmosphere worse. According to (Habeeb & Nonino, 2019) *Sportsmanship* is the actions of workers to complete their work without complaining, maintain an attitude in dealing with problems that exist in the company. According to the (Habeeb & Nonino, 2019), indicator *sportsmanship* is as follows: (a) *not complaining for work* (b) *always focus on whats wrong* (c) *does not exaggerate the problem* (d) *made the loudest noiuse with my problem*

### **Civic Virtue**

According to the (Aulia, 2019) *civic virtue* is behavior indicating that a person has a responsibility and always thinks about the company. According to (Habeeb & Nonino, 2019) Civic virtue is a voluntary action by employees in social and political activities of the organization, for example meeting attendance to follow the development of the organization. According to the (Habeeb & Nonino, 2019) , indicators of civic virtue is as follows: (a) *attends meeting without important* (b) *help the organization's image* (c) *abreast of change in the organization* (d) *keep up with organization announcements*

### **Job Satisfaction**

According to the (Abbasi, F.Baradari, Shegharji, & Shahraki, 2020) Job Satisfaction is a positive feeling about one's job resulting from an evaluation of the work that has been completed. Work is not just tidying up paper, programming activities or working with machines, but work also requires communication with colleagues and superiors. Job Satisfaction is a thought that a person feels when working feels pleasant or unpleasant (Bagis, Kusumo, & Hidayah, 2021). According to (Abbasi et al., 2020). Job satisfaction indicators, as follows: (a) *may job is better than other* (b) *my work suits me* (c) *very content with my job* (d) *work very vibrant*.

### **Altruism dengan Job Satisfaction**

If employees have the behavior of prioritizing other people, caring for others and helping each other at work is an attitude of altruism. (Lestari & Ghaby, 2018) The higher the altruism, the higher the employee job satisfaction. Some previous research according to (Alsheikh & Sobihah, 2019) and (Anwar SE, 2021) in his research that altruism has a significant effect on job satisfaction so it is suspected that there is an effect of courtesy on job satisfaction. So it is suspected that there is an influence of altruism on job satisfaction.

**H1: Altruism (X1) has a significant and positive effect on Job Satisfaction (Y)**

### **Conscientiosness dengan Job Satisfaction**

If an employee has a behavior that exceeds the company's minimum requirements, for example being present on time, making the best use of time while working is an attitude of conscientiousness (Lestari & Ghaby, 2018). The higher the conscientiousness, the higher the employee job satisfaction. Some previous research. According to the (Alsheikh & Sobihah, 2019), (Anwar SE, 2021) in his research that conscientiosness has a significant effect on job satisfaction. So it is suspected that there is an effect of courtesy on job satisfaction.

**H2: Conscientiosness (X2) has a significant and positive effect on Job Satisfaction (Y)**

### **Courtesy dengan Job Satisfaction**

If employees have behaviors that can maintain relationships with coworkers, avoiding conflict with coworkers is an attitude of courtesy (Lestari & Ghaby, 2018).

The higher the courtesy it will increase employee job satisfaction. Employees who don't look for problems with coworkers are a good thing because of course employees feel job satisfaction in the work environment so they work enjoyably without having problems with coworkers. Some previous research according to (Alsheikh & Sobihah, 2019), (Anwar SE, 2021) in his research that courtesy has a significant effect on job satisfaction. So it is suspected that there is an effect of courtesy on job satisfaction.

**H3: Courtesy (X3) has a significant and positive effect on Job Satisfaction (Y)**

#### ***Sportsmanship dengan Job Satisfaction***

If employees have tolerant behavior when the company has problems, they don't exaggerate problems or find fault in the company they work for, and they don't complain when working against less than ideal conditions in the company, this is sportsmanship behavior.(Lestari & Ghaby, 2018). The higher the sportsmanship behavior, the higher the job satisfaction at work. Some previous research. According to (Alsheikh & Sobihah, 2019) and (Anwar SE, 2021) in his research that courtesy has a significant effect on job satisfaction. So it is suspected that there is an influence of sportsmanship on job satisfaction.

**H4: Sportsmanship (X4) has a significant and positive effect on Job Satisfaction (Y)**

#### ***Civic Virtue dengan Job Satisfaction***

If employees have responsible behavior and always participate in the sustainability of the organization care about the organization where they work, always following the latest announcements in the organization is an attitude of civic virtue.(Lestari & Ghaby, 2018) The higher the employees have civic virtue behavior, the higher the perceived job satisfaction. Some previous research (Alsheikh & Sobihah, 2019) and (Anwar SE, 2021) in his research that civic virtue has a significant effect on job satisfaction. So it is suspected that there is an influence of civic virtue on job satisfaction.

**H5: Civic Virtue (X5) has a significant and positive effect on Job Satisfaction (Y)**

### **3. Result and Discussion**

There are results and discussions in this study, using validity tests, reliability tests, classical assumption tests, multiple linear regression tests, t tests, f tests, and the coefficient of determination.

#### **Validity Test**

According to Ghozali (2016) the validity test is carried out by comparing the calculated r value with the r table value. If the value of r count > r table and is positive then the statement is declared valid. Or Sig value. < 0.05 then the item is declared valid.

Table1. Validity Test

Variabel	Item		Keterangan
	Pernyataan	Sig.	
Job Satisfaction (Y)	Y1.1	.000	Valid
	Y1.2	.000	Valid
	Y1.3	.000	Valid
	Y1.4	.000	Valid
Altruism (X1)	X1.1	.000	Valid
	X1.2	.000	Valid
	X1.3	.000	Valid
	X1.4	.000	Valid
Conscientiosness (X2)	X2.1	.000	Valid
	X2.2	.000	Valid
	X2.3	.000	Valid
	X2.4	.000	Valid
Courtesy (X3)	X3.1	.000	Valid
	X3.2	.000	Valid
	X3.3	.000	Valid
Sportsmanship (X4)	X4.1	.000	Valid
	X4.2	.000	Valid
	X4.3	.000	Valid
	X4.4	.000	Valid
Civic Virtue (X5)	X5.1	.000	Valid
	X5.2	.000	Valid
	X5.3	.000	Valid
	X5.4	.000	Valid

Table 1 shows that all questionnaire statement items used in this study have r count > r table so it can be concluded that for the independent variables, namely *altruism*, *conscientiosness*, *courtesy*, *sportsmanship*, *civic virtue* dan variabel terikat (Y) declared valid.

### Reliability Test

According to Ghozali (2019) a variable is said to be reliable if it gives a value ( $\alpha$ ) > 0.60

Table 2. Reliability Test

Variabel	Cronbach's Alpha	N of items	Keterangan
Job Satisfaction (Y)	0,857	4	Reliabel
Altruism (X1)	0,928	4	Reliabel
Conscientiousness (X2)	0,889	4	Reliabel
Couretsy (X3)	0,878	3	Reliabel
Sportsmanship (X4)	0,915	4	Reliabel
Civic Virtue (X5)	0,915	4	Reliabel

Table 2 shows that overall the variables in this study have a Cronbach's alpha value > 0.60 so it can be concluded that all statement items used to measure the degree of respondent's perception of this respondent are reliable or consistent.

### Classic assumption test

Classical Assumption Test includes Normality Test, Linearity Test, Multicollinearity Test, and Heteroscedasticity Test

#### Uji Normalitas

The normality test is a test used to test whether the model in the regression is normally distributed or not.

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		138
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.21578149
Most Extreme Differences	Absolute	.037
	Positive	.037
	Negative	-.033
Test Statistic		.037
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Table 3 shows that the results of non-parametric statistical analysis. One sample of the Kolmogorov-Smirnov test for normality has a significance value (monte carlo sig) > 0.05, which is 0.200, so that it can be ascertained that the data as a whole is normally distributed and meets the assumptions of normality.

#### Linearity Test

According to Ghozali (2013) the Linearity Test is used to see whether the model specifications used are correct or not. Linearity test using the Durbin Watson Test.

Table 4. Durbin Watson Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923 <sup>a</sup>	.853	.847	1.23859	1.816

Table 4 shows  $DW > DL$  ( $1.816 > 1.676$ ) with  $n = 138$  and  $k = 5$ , it can be concluded that there is no autocorrelation between the main model and the main equation model.

#### Multicollinearity Test

According to Ghozali (2018) the multicollinearity test aims to find out whether the regression model has a correlation between the independent variables or the independent variables. A good regression model is characterized by no multicollinearity through tolerance values > 0.10 and VIF < 10.

Table 5. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	3.216	.564		5.702	.000		
Altruism (X1)	.202	.045	.254	4.494	.000	.350	2.854
Conscientiousnes (X2)	.231	.041	.268	5.598	.000	.485	2.062
Courtesy (X3)	.177	.054	.182	3.269	.001	.358	2.791

Sportsmanship (X4)	.239	.051	.295	4.684	.000	.281	3.561
CivicVirtue (X5)	.069	.032	.082	2.128	.035	.747	1.338

Table 5 shows that each independent variable has a tolerance value of  $> 0.10$  and  $VIF < 10$ , namely altruism (tolerance: 0.350 ; VIF: 2.854), conscientiousness (tolerance: 0.485 ; VIF: 2.062), courtesy (tolerance: 0.358 ; VIF: 2.791), sportsmanship (tolerance: 0.281 ; VIF: 3.561), civic virtue (tolerance: 0.747 ; VIF: 1.338) so that it can be concluded that the independent variables in this study did not have multicollinearity.

### Heteroscedasticity Test

According to Ghazali (2018) the heteroscedasticity test aims to test whether in the regression model there is an unequal variance of the residuals between one observation and another. Heteroscedasticity testing was carried out using the Glejser method in terms of significance value. An equation is said to have no heteroscedasticity if its significance value is  $> 0.05$ .

Table 6. Glejser Test Result

Model	Sig.
1 (Constant)	.001
Altruism (X1)	.117
Conscientiousnes (X2)	.116
Courtesy (X3)	.060
Sportsmanship (X4)	.086
CivicVirtue (X5)	.967

Based on Table 6, the results of the heteroscedasticity test using the Glejser method can be seen that the variables atruism, conscientiousness, courtesy, sportsmanship, civic virtue have a significance value above 0.05, so it can be concluded that these variables do not occur heteroscedasticity.

### Hypothesis Testing

The hypothesis test includes the t test, F test and the coefficient of determination

#### Parsial test (t test)

According to Ghazali (2018) the t statistical test basically shows how far the influence of one independent variable individually explains the variation of the dependent variable. The t test is used to determine whether the variables altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) together on job satisfaction (Y).

Table 7. t test

Variabel	thitung	Sig.	Kriteria
Altruism (X1)	4.494	.000	<b>H1 accepted</b>
Conscientiousnes (X2)	5.598	.000	<b>H2 accepted</b>
Courtesy (X3)	3.269	.001	<b>H3 accepted</b>



Sportsmanship (X4)	4.684	.000	<b>H4 accepted</b>
CivicVirtue (X5)	2.128	.035	<b>H5 accepted</b>

Table 7 shows the results that the variables altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) have a positive and significant effect on job satisfaction (Y).

### Simultaneous Test (test – F)

The F test aims to show the effect of all the independent variables altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) together in explaining the dependent variable job satisfaction (Y).

Table 8. Test-F

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1173.149	5	234.630	152.942	.000 <sup>b</sup>
Residual	202.503	132	1.534		
Total	1375.652	137			

Table 8 shows the results of the calculated F obtained by a value of 152.942 with a significant level of 5%, it is known that the F table is 2.44. This shows that F count > F table (152.942 > 2.44). So it can be concluded that the variables altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) all have an effect on job satisfaction (Y).

### Coefficient of Determination (R<sup>2</sup>)

According to Ghozali (2018) the coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain the dependent variable is. The coefficient of determination is zero and one. A small R<sup>2</sup> value means that the ability of the dependent variables is very limited.

Table 9. Coefficient of Determination (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 <sup>a</sup>	.853	.847	1.23859

Table 9 shows the magnitude of R<sup>2</sup> is 84.7%, this means that 84.7% of the job satisfaction variable can be explained by variations of the five independent variables namely altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5), while the remaining (100-84.7 = 15.3) 15.3% is explained by other variables outside the research model.

### Multiple Linear Regression Analysis Test

Multiple linear regression analysis was used to determine the effect of independent variables, namely altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) on the dependent variable, namely Job Satisfaction (Y).

$$Y = 3,216 + 0,202Altruism + 0,231Conscientiousness + 0,177Courtesy + 0,239Sportsmanship + 0,069CivicVirtue.$$

Based on the results of the t test, it is known that the variable that has the greatest influence on job satisfaction is sportsmanship, because the Unstandardized Coefficient ( $\beta$ ) value is greater than the other variables, namely 0.239. Based on the Unstandardized Coefficient ( $\beta$ ) value, sportsmanship can be considered to boost the level of job satisfaction because it has the greatest influence on job satisfaction. The value of  $a = 3.216$  means that if the variables altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) = 0, then the value of job satisfaction is 3.216. In this case altruism (X1), conscientiousness (X2), courtesy (X3), sportsmanship (X4), civic virtue (X5) is worth 0.000, then job satisfaction increases by 10% (rounded from 3.21%)

## Discussion

### The effect of altruism on job satisfaction

**H1 is accepted.** Altruism has a significant influence on job satisfaction. Altruism is the behavior of helping co-workers who are in trouble. It can replace a co-worker who is unable to attend. The emergence of altruism will make coworkers' work lighter and quickly resolved if there is teamwork. Altruism will make someone feel job satisfaction because that person feels satisfied because he can help colleagues to lighten up a lot of work.

### The effect of conscientiousness on job satisfaction

**H2 is accepted.** Conscientiousness has a significant influence on job satisfaction. Conscientiousness behavior is the behavior of employees who can be present on time, make good use of their rest time, an employee who can behave this way because he has a sense of job satisfaction so he tends to be happy at work so he is excited to go to work. The higher the conscientiousness, the higher the job satisfaction at work.

### The effect of courtesy on job satisfaction

**H3 is accepted.** Courtesy has a significant influence on job satisfaction. Courtesy behavior, for example, employees who do not want conflicts between co-workers to respect co-workers. If you have good co-workers at work, it will make the workplace environment comfortable. Friendship with colleagues will affect job satisfaction. Because they have co-workers who support each other, one another.

### The effect of sportsmanship on job satisfaction

**H4 is accepted.** Sportsmanship has a significant influence on job satisfaction. Sportsmanship behavior, for example the behavior of employees when problems occur in the organization does not exaggerate problems, work does not complain even in less than ideal conditions. If employees have high sportsmanship behavior they tend to have job satisfaction at work, because employees can understand the problems that are happening in the company and continue to think positively about existing problems and work seriously in accordance with obligations and responsibilities so that they are quickly resolved. The higher the sportsmanship, the higher the job satisfaction felt at work.

### The effect of civic virtue on job satisfaction

**H5 is accepted.** Civic Virtue has a significant influence on job satisfaction. Civic Virtue behavior, for example, can play an active role for the continuity of events in the organization, for example attending meetings even though they are not important, always knowing the organizational memo information. This means that employees care about the organization and are willing to contribute to the organization where they work. If employees care about the organization because employees feel job satisfaction where they work, so the higher the civic virtue the higher the job satisfaction felt at work.

#### 4. Conclusion , Limitations and Recommendation

##### Conclusion

This research contributes in theoretical context and implications. In the theoretical context of this research has a point of view on the theory of human capital. By implying OCB to encourage job satisfaction. The contribution of the research domain is in BUMN organizations. In managerial implications, it is necessary to build an adaptive work environment, for example, organizations need to pay attention to the work environment by providing work facilities, for example adequate equipment, comfortable, clean rooms, building a culture of collectivism better related to collectivism workers. Collectivism culture is a family culture, can solve problems together, creates traditions that make employees feel happy in the form of teamwork, communication and agreements, collectivism culture emphasizes where each member of the organization thinks of themselves as a big family who are involved with each other, if employees feel something like this will increase job satisfaction. And increasing spirituality in the workplace, namely the experience of employees while working in organizations that experience positive experiences. When employees can express their desire to show mutual concern for colleagues. Workplace spirituality helps in improving OCB behavior.

##### Limitations

The limitation experienced is that the object of this research is only focused on the production part and in the data collection process, the information provided by respondents with questionnaires sometimes does not show the true opinions of respondents, this happens because sometimes different thoughts, assumptions and understandings are different for each respondent.

##### Recommendation

The suggestion put forward is that the sportsmanship variable can be considered for further research by encouraging job satisfaction in other sectors and it is necessary to carry out ongoing research on this matter so that you can see and assess any changes in respondent behavior from time to time.

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