

# **Effect of Organizational Commitment, Organizational Citizenship Behavior (OCB) and Organizational Culture on Employee Performance: (Study on the employees of Forged Wheel Plant, Raebareli)**

**Mr. Jigyasu Kumar**

Research Scholar

Birla Institute of Technology Mesra, Patna Campus

## **ABSTRACT**

This study aims to determine the effect, organizational commitment, organizational citizenship behavior (OCB) and organizational culture on the performance of employees of the Forged Wheel Plant (FWP) a unit of Rashtriya Ispat Nigam Limited, India. The unit with a population of 95 permanent employees. Data collection techniques with a questionnaire through the test of validity and reliability. The data analysis technique uses multiple linear regression, t test, F test and R2 test previously performed classical assumption test. From the results of the validity test showed that the research instrument was declared valid. The reliability test results are stated reliably the research instrument was declared to pass the multicollinearity test, pass the heteroscedasticity test, pass the autocorrelation test and the normality test. The results of the research analysis show that organizational commitment, Organizational Citizenship Behavior (OCB) and organizational culture have a significant effect on the performance of employees of the FWP.

**KEY WORDS:** Organizational Commitment, Organizational Citizenship Behavior (OCB), Organizational Culture And Employee Performance

## **Introduction**

Steel production is akin to economic development of any country and consumption of steel is the true reflection of infrastructure development in a country and every steel production of unit look forward for backward and forward integration. Forged Wheel Plant is the forward integration of Rashtriya Ispat Nigam Limited wherein steel produced by RINL will be metamorphosed into forged Wheels for railways by FWP, Raebareli.

The study was carried out in Forged Wheel Plant, Raebareli. FWP has total manpower hitherto. 278 employees, which consists of 38 outsourced Housekeeping Staff, 95 permanent FWP employees, 59 outsourced employees of construction, 86 outsourced maintenance staff. This number is a fairly large so human resource management is not an easy job, a difference type of work, level of position or position, educational background, family status and other differences in social status will be the basis of Human resource management. The number of Permanent staff of FWP is 95 (34.09 percent), of the total number of employees in the FWP. Since FWP permanent staff will spearhead the respective department and focusing on their performance is of paramount importance. Based on these considerations, it can be inferred that permanent employees need to get serious attention. Performance or work performance is a result work accomplished by someone in carrying out one's tasks assigned to him based on skills, experience and sincerity and timing. Improve the quality of human resources alike by improving the performance of these human resources. Efforts made in improving performance must pay attention to the factors affecting the performance itself.

There are several factors that affect performance, according to Mangkunegara (2013: 67), the factors affecting employee performance in carrying out their duties can be attributed to individual factors and organizational environmental factors. These factors can be in the form of organizational commitment, organizational citizenship behavior (OCB) and organizational culture. These three factors are the attention of researchers in order to improve performance of the employees at FWP, this is based on the results findings made by researchers that high turnovers

and lack of loyalty to the organisation, indicates low commitment of FWP employee organization. . The low factor of organizational citizenship behavior (OCB) in FWP. based on the findings of this researcher which is indicated by the high number of tardiness to work, complaints by the employees against job duties and employee reluctance to perform work outside the tasks as stated in the job description. This reflects the poor organizational culture of FWP employees. Executives in particular needs to be improved because some of them do not understand the vision and mission of FWP and lack of employee involvement in FWP activities. Delay in completing the task is also observed.

Apart from the problems mentioned above, the researchers too found there were differences in the results of previous studies which were based on study theory, organizational commitment, organizational citizenship behavior (OCB) and organizational culture are the factors that affect performance of the employees, but at an empirical level there are still findings inconsistent. Research by Ranty Saptri (2016); Dhani Sukaryanti (2016); Kristianty Nadapdap and Winarto (2017); Martiyanti Pristiwi, Bambang Swasto Sunuharyo (2018); reveals that organizational commitment matters significantly to employee performance. In contrast to the research conducted by Bara Primarda Lamdany (2013); Binyamin Ricard Manery, Victor PK Lengkong, Regina T. Saerang (2018); reveal that employee commitment to organization has no significant effect on the employee performance. The variable organizational citizenship behavior (OCB) , research by Yumna Dalian Putri and Hamida Nayati Utami (2017); Desy Khoirun Nisa, Budi Santoso and M. Naely Azhad (2018); Martiyanti Pristiwi, Bambang Swasto Sunuharyo (2018); Nurul Hikmah, Aji Susanta (2018); reveal that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. In contrast to the research of Firman Nurhalim, Diana Sulianti K. Tobing, Sudarsih (2015); Luhur Agung Bowo Leksono (2018); organizational Citizenship Behavior (OCB) has no significant effect on employee performance. According to the research conducted by Farid Maslukhan (2015); Jamaludin, Rudi Salam, Harisman Yunus, Haedar Akib (2017); state that culture of the organization has a significant effect on employee performance. Different from research by Firman Nurhalim, Diana Sulianti K. Tobing and Sudarsi (2015); Dhani Sukaryanti (2016) which reveals that organizational culture is not significantly influential to employee performance.

The problems in the FWP based on previous research findings on the effect of organizational commitment, organizational citizenship behavior (OCB) , organizational culture on performance employees show that there is still a research gap due to studies conflicting results, so researchers conducted research with the title, "Effect of Organizational Commitment, Organizational Citizenship Behavior (OCB) and Organizational Culture on Employee Performance: (Study on the employees of Forged Wheel Plant, Raebareli)"

#### **Literature Review and Hypothesis Development**

**1. Organizational Commitment** According to Luthans (2012: 249) states that organizational commitment is "Attitudes that reflect employee loyalty to the organization and continuous process in which organizational members express concern to the organization and its continued success and progress". Moorhead and Griffin (2013: 73) say that organizational commitment is "an attitude that reflects the extent an individual knows and is bound to the organization". Robbins and Judge (2011: 111) states that organizational commitment is "a circumstances where an employee siding with a particular organization and objectives - purpose and desire to maintain membership in the organization such". According to Triatna (2015: 120) commitment in the organization is "A level of employee loyalty to the organization characterized by his desire to remain part of the organization, do his best for the organization, and always maintain the good name of the organization". Based on this opinion it can be concluded that commitment organizational is a strong desire in employees to always be bound and involved actively in the organization for achieve organizational goals. The dimensions contained in the commitment organizational according to Meyer and Allen in Umam (2010: 258) there are three dimensions of commitment in organization, namely:

- a) Affective Commitment, includes emotional relationships members of the organization, the identification process with the organization, and involvement of members in organizational activities. The higher the affective commitment of an employee, the greater the employee's intention to remain a member of the organization.
- b) Continuance Commitment, relating to self-awareness of organizational members about the harm that will be experienced when leaving the organization. The higher the continuance commitment an employee, the greater their sense of need going to the organization.
- c) Normative Commitment (Commitment Normative) describes about how attached feel to stay in the organization. The high normative commitment will show how much you feel employee attachment to the organization.

**2. Organizational Citizenship Behavior (OCB):** Organizational Citizenship Behavior (OCB) involves several behavior includes helping others, volunteering for tasks extra duty, adhere to the rules and procedures in place work. These behaviors illustrate the added value of an employee is a form of pro-social behavior, namely positive social behavior, constructive and meaningful help, this was stated by Aldag and Resckhe in Titisari

(2014: 5). Hermaningsih's internal organs (2012: 128-129) describe OCB as a good fraternal syndrome which includes cooperation and movement constructive tasks that are not ordered as in formal tasks. OCB defined as citizen policies that are not respected by the system formal rewards directly / explicitly. This behavior is behavior personal so that it cannot be carried out in a formal role or task, so that if someone does not behave citizenship then it cannot punished. Citizenship behavior or extra role is implemented in five form of behavior, namely:

- a) Altruism (behavior of helping others) Selfishness, such as giving help new coworkers, and make time for other people. Behavior helps colleagues or coworkers who experience difficulty in the situation he is facing is good regarding the task in organization or other people's personal problems. This dimension leads to give help which is not an obligation bear.
- b) Conscientiousness (behavior that exceeds the minimum requirements of organizational regulations) Employee behavior that is done of their own will (discretionary) where the behavior exceeds the minimum requirements of the regulations organization in terms of attendance, compliance with regulations and procedures orderly, rest time and so on.
- c) Sportsmanship, such as avoiding complaints, to maximize the total amount of time which is used in constructive efforts in the organization. Behavior that tolerates less than ideal circumstances within the organization without raising objections. Someone who have a high level in sportsmanship will show positive attitude and avoid complaining. Sportsmanship will promote a positive climate among employees, employees will be more polite and cooperate with others, so will create a more pleasant work environment.
- d) Courtesy (maintaining good relations) Maintaining good relations with co-workers is a root to avoid interpersonal problems. A person who has this dimension is people who value and care for others. Courtesy can help prevent incidence of problems and maximizing use of time.
- e) Civic Virtue (citizen wisdom) Behavior that indicates responsibility for organizational life (following changes in the organization, taking the initiative to recommend how the organization operates or procedures can be repaired, and protect the resources owned by organization) Based on this opinion, it is concluded that OCB is Informal employee behavior that supports the achievement of organizational goals through improving employee performance.

**3. Organizational Culture:** The organizational culture according to G. Graham in Siswadi (2012: 71) is norms, beliefs, attitudes and philosophy of the organization. Culture as a unique system of values, beliefs and norms jointly by members of an organization. Culture also becomes a cause is important to the effectiveness of the organization itself. In addition to the above understanding, Robbins in Sambiring (2012: 41) gives understanding that organizational culture refers to a shared meaning system is adopted by the members who distinguish the organization from the another organization. According to Denison in Achmad Sobirin (2007: 194) suggests that the dimensions of organizational culture include:

- a) Involvement (involvement), which is a culture the organization has character "highly involved " in encouraging employees to be involved as well creates a sense of belonging and responsibility. This is done in a manner informal and implicit and through the bureaucracy. Indicators of this dimensions are:
  - Empowerment , namely individuals who have the authority, initiative, the ability to manage his work. This creates a sense of belonging and responsibility towards the organization.
  - Team Orientation , which is working cooperatively to achieve common goals where every employee feels the same responsible for one another. The organization prioritizes business team to get the job done.
  - Capability Development, namely the organization continuously invest in developing employee skills for excellence competitiveness and answer business needs.
- b) Consistency , that is, a company will be more effective if more consistent, well-coordinated and more organizational culture integrated. Consistency is the main source of integration, coordination and control. This consistency dimension includes several indicators, including:
  - Core Values , i.e. organizational members share a set of values which creates a clear sense of identity and expectation.
  - Agreement , namely members of the organization are able to obtain agreement on critical issues. In this case including the level agreement and reconcile the degree of difference.
  - Coordination and integration, namely various functions and units in organizations able to work together to achieve common goals.

e) Adaptability, namely the organization holding on to norms and trust that supports the company's capacity to accept, interpret and translate the signs from the environment into changes in internal behavior. This dimension includes several intermediate indicators other:

- Creating change, namely organizations are able to create ways adapt to meet changing needs. In this organizations are able to read the business environment, react quickly against current trends and anticipate changes in the future come.
- Customer focus, namely the organization understands and reacts to customers and anticipate future customer needs. This matter reflects the extent to which the organization is moved by pain for satisfy the customer.
- Organizational learning, namely the organization accepts, translate, and interpret the signals from the environment .Have an opportunity to innovate, acquire knowledge, develop knowledge.
- Mission, namely a successful company has a direction and goals that is clear in defining the company's goals, a plan strategic vision that expresses how the company will in its future to come.

d) Dimensions include several indicators, including:

- Strategy direction and intent, namely a clear strategic direction define organizational goals and clarify how everyone can contribute to the organization.
- Goal and objectives, namely goals related to mission, vision and strategy and provide clear directions for everyone inside organization at work.
- Vision, namely the organization has a common view of the desired future. Vision reflects the main values organizing and describing the thoughts and feelings of the people inside organization. The vision also provides guidance on funds for the organization. Based on the opinions of experts, it is concluded that culture organization is a set of rules and rules contained in a an organization that functions to organize and deal with all situations internal and external to the organization or company.

**4. Employee Performance:** Mangkunegara (2012: 9) says that performance is, "The result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". In addition, Nawawi in Widodo (2015: 130), stated that performance is, "The results of the implementation of work are good physical / material and non-physical". Performance dimensions to measure employee performance according to Robbins, (2012: 155) includes:

- a) Quality, namely the extent to which the process or results of the implementation of activities approaching perfection or approaching the desired goal.
- b) Quantity is how much the employee makes, for example number of units, number of completed activity cycles.
- c) Timeliness is the degree to which an activity is completed at the desired time, taking into account the coordination of other outputs as well as the time available for other activities.
- d) Effectiveness, namely the extent to which the use of resources (organization human, financial, technological and material) intended to achieve the highest yield or loss reduction from each unit of use resource.
- e) Independence, namely the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent unwanted actions. Based on the understanding of the performance of some of the opinions of these experts, it can be concluded that employee performance is the result of one's work in an organization which includes quality, quantity, timeliness, effectiveness, independence.

**Framework** To show a direction in order to get a better picture more clearly, the researcher made a framework (Fig 1) in the present study which is appended below:



**Figure 1**

Following variables have been identified for the study:

1. The independent variable is organizational commitment (X 1), organizational citizenship behavior (OCB) (X 2) and organizational culture (X 3)
2. The dependent variable is employee performance (Y)

### **Hypothesis**

1. The influence of organizational commitment on employee performance. According to Steer and Porter in Sopiah (2008: 156) a form of work bond strong loyalty is not passive, but also involves relationships who are active with work organizations that have the goal of giving everything efforts for the successful implementation of organizational goals. employees who having a high commitment will make every effort to achieve organizational goals. If organizational goals are achieved then performance the organization will be better off. Research conducted by Ranti Sapitri (2016) who stated that organizational commitment has an effect significant to employee performance. This is also supported by research conducted by Dhani Sukaryanti (2016), Kristianti Nadapdap and Winarto (2017), Martiyanti Pristiwi, Bambang Suwasto Sunuharso (2018) who revealed that organizational commitment has a significant effect on employee performance. Based on the description, the hypothesis proposed in this research is:

**• H 1: Organizational commitment (X1) has a significant effect on performance Forged Wheel Plant Employees.**

2. Influence of Organizational Citizenship Behavior (OCB) According to Robbins and Judge (2008: 40) stated the facts that the organization has employees who have Organizational Commitment (X 1) Employee performance (Y) Organizational Citizenship Behavior (OCB) (X 2) Organizational Culture (X 3). Organizational Citizenship Behavior (OCB), will have performance better than other organizations. Research conducted by Yumna Dalian Putri and Hamida Nayati Utami (2017) revealed that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. This is also supported by research conducted by Desy Khoirun Nisa, Budi Santoso and M. Naely Azhad (2018), Martiyanti Pristiwi, Bambang Swasto Sunuharyo (2018), Nurul Hikmah, Aji Susanta (2018) also revealed that organizational citizenship behavior (OCB) has a significant effect on employee performance. Based on the description above hypotheses proposed in this study are:

**• H 2 : Organizational Citizenship Behavior (OCB) (X2) has a significant effect on the performance of the employees of FWP.**

3. The influence of organizational culture on employee performance According to Robin and Judge (2008: 258) revealed that in culture Strong employment contained the characteristics that the organizational culture had oriented to the work results (performance) of its employees. In Desy's research Khoirun Nisa, Budi Santoso and M. Naely Azhad (2018) revealed that organizational culture has a significant effect on performance. This is also supported by research conducted by Farid Maslukhan (2015), Jamaludin, Rudi Salam, Harisman Yunus, Haedar Akib (2017) who revealed that organizational culture has a significant effect on performance. Based on the description above, the hypothesis is carried out in the study is :

**• H 3: Organizational Culture (X3) has a significant effect on performance of Forged Wheel Plant employees.**

### **Research Methodology**

**The scope of research:** This type of research is survey research using quantitative, where the data analysis carried out in this study by doing statistical calculations. This research design / design is an explanatory type namely the causal relationship between variables through hypothesis testing.

**Research site:** This research was conducted at FWP, Raebareli

**Population and Sample:** The population in this study were the permanent employees of FWP totaling 95. The sample in this study is the entire population, so the research is a population study or study census.

#### **Data Sources and Data Types:**

**Data Source:** The data used in this study are sourced from primary data and secondary. Primary data sources are direct data sources data to data collectors, Sugiyono (2016: 308). Primary data sources in this research provide data to researchers, in the form of answers to a questionnaire about organizational commitment, organizational citizenship behavior (OCB), organizational culture and employee performance. Source secondary data are sources that do not directly provide data to data collectors, for example through other people or through documents.

The secondary data source in this research is FWP, the data needed is in the form of company profiles, data from interviews with management and other secondary sources obtained through literature, articles, and journals that support research.

**Type of Data:** The type of data in this research is qualitative data and quantitative data. Qualitative data is required to know Respondents' perceptions of Organizational Commitment, Organizational Citizenship Behavior (OCB), Organizational Culture and Employee Performance. Qualitative data will be quantified using a Likert scale.

**Data analysis**

Respondent based on age shown in Table 1, appended below:

Age	Total	Percentage
<= 25 Years	3	3.4 %
26 - 35 Years	64	67.2
36 - 45 Years	24	25.2
46 - 60 Years	4	4.2%
<b>Total</b>	<b>95</b>	<b>100 %</b>

*Table 1; Source: Primary Data*

**Research Result**

**Research Instrument Test & Results Validity Test:** The validity test in the study used the Person Correlation Technique Coefficient, with a one-tailed (one-way) test assisted by using SPSS application 24. The results of the validity test of 57 questions from four variables organizational commitment (X 1), organizational citizenship behavior (OCB) (X 2), organizational culture (X 3) and employee performance (Y), all question items declared valid, because the significance level is 5% for each item yields a probability value <0.05.

**Reliability Test** The results of the reliability test show that all variables have a value Cronbach's Alpha > 0.7. Reliability test results of the commitment variable questionnaire the organization shows a value of 0.876. This means this item delivers reliable indication and has a consistent ability of 87.6% if re-measured. Questionnaire test for organizational citizenship behavior (ocb) indicates a value of 0.931. This means that this item gives an indication reliable and has a consistent ability of 93.1% when done re-measurement. The organizational culture questionnaire test showed a value of 0.879. This means that this item provides an indication of being reliable and capable consisted of 87.9% when re-measured. Questionnaire test employee performance shows a value of 0.826. This means this item delivers reliable indication and has a consistent ability of 82.6% if re-measured.

**Multiple Linear Regression Test:** Multiple linear regression analysis was used to test the effect of variables free, namely organizational commitment (X1), organizational citizenship behavior (OCB) (X2), organizational culture (X3) and the dependent variable, namely employee performance (Y). Following are the results of multiple linear regression analysis:

Model	B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.	
. 1 (Constant)	4,704	2,046		2,300	, 023	
Organizational Commitment	, 113	,027	, 226	4,134	, 000	
Organizational Citizenship Behavior	, 155		, 036	, 404	4,252	, 000
Organizational Culture	, 379		, 086	, 373	4,405	, 000

*Table 2; Multiple Linear Regression Analysis, Source: Primary Data*

$$Y = 4.704 + 0.113X_1 + 0.155X_2 + 0.379X_3$$

1. Constant (a) with positive parameters of 4.704 means that the variable organizational commitment (X 1), organizational citizenship behavior (OCB) (X 2) and organizational culture (X 3) is constant, the value of the employee performance variable (Y) will change by itself at a constant value of 4.704.
2. If other variables are constant, the Y value will change by 0.113 per one unit of organizational commitment variable (X 1).
3. If other variables are constant, the Y value will change by 0.155 per one unit variable organizational citizenship behavior (OCB) (X 2).
4. If other variables are constant, the Y value will change by 0.379 per unit of organizational culture variable (X 3).

**T Test:** The T test is used to determine or test how the effect is from one independent variable to the dependent variable. To test the influence of the organizational commitment variable (X 1) on employee performance (Y) are as follows:

1. The results of the significance test of the effect of organizational commitment on performance employees produce a significance value of 0.000 less than 0.05 then the variable organizational commitment has a significant effect on performance employees. This means that hypothesis 1; which states that organizational commitment is influential significant to the performance of FWP employees.
2. Test the influence of the variable organizational citizenship behavior (OCB) (X 2) on employee performance (Y) is as follows: The results of the significance test of organizational citizenship behavior (OCB) on employee performance resulted in a significance value of more than 0.000 smaller than 0.05, the variable organizational citizenship behavior (OCB) has a significant effect on employee performance, that means hypothesis 2; Organizational Citizenship Behavior (OCB) had a significant effect on the performance of FWP employees. proven to be true.
3. Test the influence of organizational culture variables (X 3) on employee performance (Y) are as follows : The results of the significance test of the influence of organizational culture on performance employees produce a significance value of 0.000 less than 0.05 then the organizational culture variable has a significant effect on performance employees. This means that hypothesis 3; which states that organizational culture is influential significant to the performance of FWP employees.

**F Test (Model Accuracy Test):** The F test is used to test the accuracy of the independent variable influence model the dependent variable. The results of the F test in this study indicate that the value The significance of F is 0.000 <0.05 then the model is appropriate to use predict the effect of the independent variable on the dependent variable.

**R Test 2 (Test of Determination):** The coefficient of determination (R 2) essentially measures how much the contribution of the influence of the independent variables (variable organizational commitment, organizational citizenship behavior (OCB), organizational culture) towards variables bound (employee performance). Based on the analysis results show that the value of Adjusted R Square the amount of 0.775 means the contribution of the independent variable, namely the commitment variable organization, organizational citizenship behavior (OCB) and organizational culture contribute to the influence of the dependent variable, namely performance The remaining 77.5% of employees or 22.5% were influenced by other factors which was not researched by the researcher.

## **Discussion**

1. Effect of organizational commitment (X 1) on employee performance (Y) The results showed that there was a significant influence on organizational commitment (X 1) on employee performance (Y) so that H1 which states that commitment organization (X 1) has a significant effect on employee performance (Y) for employees of FWP. proved the truth that more and more high or good organizational commitment will make the level of employee performance the higher, and vice versa.
2. Effect of Organizational Citizenship Behavior (OCB) (X 2) on Employee Performance (Y) The results showed a significant effect of organizational citizenship behavior (OCB) (X 2) on employee performance (Y) so that H2 states that Organizational Citizenship Behavior (OCB) (X2) has a significant effect on employee performance (Y) at FWP employees. proved the truth that more and more high or good Organizational Citizenship Behavior (OCB) will make employee performance increase, and vice versa.
3. The Influence of Organizational Culture (X 3) on employee performance (Y) The results of this study indicate a significant cultural influence organization (X 3) on employee performance (Y) so that H3 states that organizational culture (X 3) has a significant effect on FWP employee performance. More and more high or good application of organizational culture will make performance of the employees higher, and vice versa.

## **Implications and Policies**

1. Organizational commitment is proven to have an effect on employee performance. This matter should be able to be taken into consideration by the Steel manufacturing units especially in the human resources division to improve the indicators of organizational commitment that researchers use in this research. When the employee's organizational commitment increases it provide a positive impact on improving employee performance.

2. Organizational Citizenship Behavior (OCB) is proven to have an effect on Employee performance. Therefore, it should be used as a tool to improve the performance of FWP employees.
3. Organizational culture is proven to have an effect on employee performance. therefore the results of this research can be taken into consideration by FWP management in order to improve the performance of employees by building and foster organizational culture by improving indicators of organizational culture as used by researchers to measure level of organizational culture of FWP employees.

### **Conclusion**

Organizational commitment, organizational citizenship behavior (OCB) and culture organizations with the indicators used by researchers have a significant influence towards employee performance in FWP. This proves that organizational commitment, organizational Citizenship Behavior (OCB) and organizational culture with its indicators used by researchers is able to influence the level of performance of employees at FWP . So that the higher the level of commitment organization, organizational citizenship behavior (OCB) and organizational culture will have higher level of employee performance.

### **References**

- [1]. Sopiah (2008), Organizational Behavior, Yogyakarta
- [2]. Andi Achmad Sobirin (2007): Organizational Culture Definition, Meaning and Application In Organizational Life
- [3]. Yogyakarta: IBPP STIM YKPN, Umam (2010)
- [4]. Organizational Behavior, Bandung: CV. Faithful Library Arikunto , Suharsimi ( 2010)
- [5]. Research Procedure A Practice Approach. Jakarta: Rineka Cipta Robbins SP and Judge (2011)
- [6]. Organizational Behavior, Jakarta: Salemba Empat. Luthans (2012), Organizational Behavior. Yogyakarta: Publisher Andi Mangkunegara (2012), Human Resource Management. Bandung: PT. Remadja Rosda Karya. Siswadi, Edi (2012)
- [7]. Future Bureaucracy. Bandung: Mutiara Press Herminingsih, Anik (2012), *Spirituality and Job Satisfaction as Factors Organizational Citizenship Behavior (OCB)*. Journal of Economic and Social Sciences, Vol 1, Number 2, p. 126-140 Sembiring, Masana (2012)
- [8]. Organizational Culture and Performance. Bandung: Media Focus. Moorhead, Griffin (2013)
- [9]. Organizational Behavior of Human Resource Management and Organization. Edition 9. Jakarta: Salemba four. Mangkunegara (2013)
- [10]. Company Human Resource Management. Bandung: PT. Remadja Rosda Karya. Bara Primada Lamdany (2013)
- [11]. The Influence of Leadership Style and Commitment Organization Against Employee Performance Sales (Sales) At PT. Mandala Mandiri Motor Srabaya., Thesis, University of Development National "VETERAN". Titisari, Purnamie (2014)
- [12]. Role of *Organizational Citizenship Behavior (OCB)* In Improving Employee Performance. Jakarta: Mitra Wacana Media. Sugiyono. (2014)
- [13]. Educational Research Methods, Quantitative Approaches, Qualitative, and R&D. Bandung: Alfabeta. Zelvia, Debby (2015)
- [14]. The Influence of Organizational Culture, Leadership and Job Satisfaction Against Organizational Commitment and Employee Performance of PT. Telkom Medan, Thesis, University of North Sumatra. Nurhalim, Tobing, Sudarsih (2015)
- [15]. The Influence of Organizational Culture, Environment Work and *Organizational Citizenship Behavior (OCB)* on performance Jember Branch Bank Indonesia Employees. Journal of Management FE UNEJ. Maslukhan (2015)
- [16]. The Influence of Organizational Culture on Employee Performance. Publication manuscript. F. Economics and Business. UMS. Melizawati (2015)
- [17]. The Effect of Organizational commitment on Employee Performance (Case Study at PT Idotirta Abadi in Gempol Pasuruan) Accounting Journal UNESA 3 (3), 1-17. C. Triatna (2015)
- [18]. Organizational Behavior in Education. Bandung: PT. Youth Rosda Karya. Widodo, Suparno Eko (2015)
- [19]. Human Resources Development Management. Yogyakarta: Student Library. Sugiyono (2016)
- [20]. Quantitative Research Methods Qualitative and Mixed combinations Methods. Bandung: Alfabeta. Sukaryanti (2016)

- [21].The Influence of Organizational Culture, Organizational Commitment and Motivation for Employee Performance at the Provincial Statistics Agency Lampung. Thesis. Postgraduate Program Faculty of Law. Economics and Business. Lampung University. Ghozali, Imam. (2016)
- [22].Multivariate Analysis Application with IBM program SPSS 23. Semarang: BPFE Diponegoro University. Sapitri (2016)
- [23].The Effect of Organizational Commitment on Employee Performance New Feed Area State Electricity Company. Journal. JOM Fisip Vol. 3 No.2 Riau University. Hasibuan (2017)
- [24].Human Resource Management. Jakarta: Earth Literacy. Jamaluddin, Salam, Yunus, Akib (2017)
- [25].The Influence of Organizational Culture on Employee Performance in the Education Office of South Sulawesi Province. Journal Scientific Thought and Office Administration Education, Vol.4. No. 1. Nadapdap, Winarto (2017)
- [26].The Effect of Organizational Commitment on Performance Employees: Empirical Studies on Non-Medical Hospital Employees. Proceedings of the Multidisciplinary National Seminar. Methodist University Indonesia. Field. Putri, Utami (2017),
- [27].The Influence of *Organizational Citizenship Behavior* (OCB) Against Performance (Study of Inpatient Room Nurses Stone Baptist Pain). Journal of Business Administration (JAB) Vol. 46 No. 1. Brawijaya University Malang. Tjong Fei Lie and Hotlan Siagian (2018)
- [28].The Effect of Employee Job Satisfaction Through Work Motivation at CV. Union Event Planner. University Journal Kristen Petra Surabaya: AGORA Vol. 6, No. 1. Pristiwi, Sunuharyo (2018)
- [29].The Influence of Organizational and Organizational Commitment Citizenship Behavior (OCB) Against Employee Performance (Study at Employees of PT. PLN (Persero) Area Sidoarjo). Journal of Business administration (JAB) Vol. 61 No. 4. Manery, Lengkong, Saerang (2018)
- [30].The Influence of Organizational Commitment and Culture Organization of Employee Performance at BKDPSSDA in the Regency North Halmahera. EMBA Journal vol. 6. No. 4 pg. 1968-1977. Hikmah, Susanta (2018)
- [31].The Influence of Organizational commitment, Self-efficacy and organizational Citizenship Behavior (OCB) Against Employee Performance (Case Study on permanent employees of Susan Spa & Resort Bandungan). Journal F. Sospol. UNDIP. Nisa, Santoso, Azhad (2018)
- [32].The Influence of Organizational and *Organizational Culture Citizenship Behavior* (OCB) on Employee Performance at Tk.III Hospital Baladhika Husada Jember. *International Journal of Social Science and Business* Vol. 2 No.3 Ghozali (2018), Application of Multivariate Analysis with the SPSS 25 Program. Edition 9. Semarang: Undip Publishing Agency.

#### AUTHOR



Jigyasu Kumar is a research scholar in Birla Institute of Technology Mesra, Off Campus- Patna. He is presently working in Rashtriya Ispat Nigam Ltd. (A Public sector undertaking by Government of India) as Senior Manager.