

The Influence of Organizational Culture and Organizational Commitment on OCB (Organizational Citizenship Behavior) Employees

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Abstract

This research aims to determine the effect of organizational culture and organizational commitment partially or simultaneously on organizational citizenship behavior in employees of the Cirebon City Development Company. The population in this study were employees of the Cirebon City Development Regional Company. The sampling technique in this study was total sampling with a total sample of 58 respondents. This research is an associative research. The method in collecting this data is a survey method, the data obtained is processed using the help of IBM SPSS 25.0 for Windows software, while the data analysis technique in this study is multiple linear regression analysis. The results showed that organizational culture had a positive and significant effect on organizational citizenship behavior as seen from $t_{count} > t_{table}$, namely $5.022 > 1.673$. And organizational commitment has a positive and significant effect on organizational citizenship behavior seen from $t_{count} > t_{table}$ that is $3.309 > 1.673$. Simultaneously the variables of organizational culture and organizational commitment jointly have a significant effect on organizational citizenship behavior seen from the value of $F_{count} > F_{table}$ that is $15,695 > 3,165$ and the value $sig < 0.05$ i.e., $0.000 < 0.05$.

Keywords: Organizational Culture, Organizational Commitment, and Organizational Citizenship Behavior.

1. Introduction

Organizational citizenship behaviour (OCB) is very important for the company. Employees who have high OCB behavior are very helpful to the company's performance. OCB behavior is very necessary because it can increase the effectiveness of the company, affect the social aspects that exist in the company, such as teamwork, communication and other interpersonal skills. The increase in employee OCB can be identified by various influential factors, some of the factors that affect OCB are organizational commitments that come from within the employee and organizational culture as an external factor that exists within the company.

As for the OCB data that the author has found in the field of land and law in the company of the Cirebon city development area, the data the author presents in table 1.

Based on the table 1, obtained from the author's observations in the Cirebon City Development PD on the dimension of altruism with indicators of several employees helping each other colleagues in carrying out several tasks, it means that not all tasks can be helped, even sometimes the assistance makes "negative" examples such as doing their respective function tasks but involving other fields that have their own duties and functions. Meanwhile, some other employees when there is a job that is "urgent" tend not to get help. In the dimension of conscientiousness with indicators of employees working more discipline has been carried out employees must comply in carrying out established company policies, the dimension of sportmanship with indicators of employees not complaining about doing office work has been done employees do work earnestly, dimensions civic virtue with indicators of employees participating in office activities some employees help to carry out office activities voluntarily, the dimension of courtesy with indicators of employees respecting each other's co-workers in solving problems by deliberation and avoiding disputes.

Organizational culture is very important for the continuity of the company to create smoothness in all aspects that run in the company. Organizational culture in the company is a foundation that contains norms, values, ways of working of

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employees and habits that boil down to the quality of organizational performance inherent in organizational citizenship behavior (OCB). Organizational culture also has a role and function in regulating company performance and the organizational structure of the company. Broadly speaking, organizational culture can be interpreted as a guideline adopted by members or groups of organizations in a particular business or business. Each organization has its own distinctive organizational culture, therefore each organization has a different organizational culture. The important thing is that with the implementation of culture in the company, the performance in the company can run effectively and efficiently. The following researchers present data on cultural phenomena that the author observed in employees of the Cirebon City Development Regional Company:

Table 1. OCB for Land and Corporate Law for the Cirebon City Development Area in 2022.

No.	Era	Activities	Frequency
1	First Quarter	Checking and billing of flower stall rentals	This activity is usually carried out by the land and legal fields, but in the general field, it is involved in checking and collecting flower stall rentals.
2	Second Quarter	Peg checking and asset re-measurement	Activities that are usually carried out by the land and legal fields, in the field of business development also help.
3	Third Quarter	Discussion and mediation of the AMC bill	Activities that can be carried out by the general field but involve all fields in their implementation.
4	Fourth Quarter	Sealing of AMC assets	Activities carried out by the land and legal fields, but involve all fields in their implementation.

Table 2. Corporate Organizational Culture of the Cirebon City Development Area.

Dimensions of Organizational Culture	Organizational Cultural Indicators	Description of Organizational Culture in Cirebon City Development PD
Self-awareness	Employees make efforts to provide the best service to customers.	PD Pembangunan employees have periodic data related to bills and lease renewals of land and buildings so that some employees immediately go to the field to collect rental costs.
Aggressiveness	Employees set a plan and strive to complete the best.	Each employee has a daily report containing a work plan, realization, and progress that will be reported at the end of the month as a condition for taking the basic salary.
Personality	Innovation to discover new and useful things.	PD Development has <i>implemented finger print</i> as attendance from what was originally manual attendance.
Performance	Effective and efficient.	Some employees immediately started the work by going to the field.
Team Orientation	Problems in the work team are always solved properly.	In some ways employees are solid in getting some work done.

Based on the table 2, it can be seen several indicators and cultures that exist in the Cirebon City Development PD, as well as in disciplinary activities that originally used manual attendance, the development of technology is increasingly developing and the age of employees innovating for the development of attendance using *finger* prints with this absence will make it easier for employees to carry out attendance on company activities, so that the impact of attendance using the *finger print* becomes more diligent in working. There are also activities that so that it becomes a culture within the company, such as on Tuesdays employees are required to wear pd development official attire asagai the responsibility of carrying out corporate culture.

In addition to organizational culture, organizational commitment is considered important for the company because with employees who have a high commitment will help achieve company goals. Everyone who works in a company must have a commitment to work. If a company's employees do not have a commitment to work, then the goals of the company will not be achieved. Commitment to each employee is very important because with a commitment an employee can become more responsible for his work than an employee who does not have a commitment. Usually employees who have a commitment, will work optimally so that they can devote their attention, thoughts, energy and time to their work, so that what has been done is in accordance with what is expected by the company, then employee behavior or *Organizational citizenship behavior (OCB)* behavior is important for the company.

Organizational commitment is an important action that every member of the organization must have. This commitment is a form of loyalty or loyalty of members to their organization. Related to commitments, the following is the data of employees who have come out in the last 5 years at the Cirebon City Development Regional Company:

Table 3. Data on outgoing employees in the last 5 years of the Cirebon City Development Regional Company

NO	Year	Number of Employees	Number of outgoing employees	Percentage	Information
1	2017	58	2	0,03%	Some employees left the company because they moved to work, were laid off their work period, and the employees had entered retirement age.
2	2018	58	3	0,05%	
3	2019	58	1	0,01%	
4	2020	58	4	0,06%	
5	2021	58	3	0,05%	

Based on the table 3, it can be seen that there was a fluctuating number of outgoing employees in the last 5 years amounting to 13 people, in 2017 the number of outgoing employees was 2 people with a percentage of 0.03% , in 2018 there were 3 people with a percentage of 0.05%, in 2019 there was 1 person with a presents of 0.01%, in 2020 there were 4 people with a percentage of 0.06%, in 2021 totaled 3 people with a percentage of 0.05%. Of the few employees who left the company due to changing jobs during their work period, there were also those who were dismissed from their work period because of something detrimental in the company, and some employees have already entered retirement age in service. So it can be concluded that some of the employees who leave lack good commitment within the company.

Based on the phenom-phenomena in the background above, the researcher is interested in conducting a research with the title "The Influence of Organizational Culture and Organizational Commitment to OCB (Organizational Citizenship Behavior) Behavior in Cirebon City Development Area Companies".

2. Literature Review

2.1. Organizational Culture

Edison et al., (2018:117) argue that: "Organizational culture is the result of the process of fusing the cultural style and or behavior of each individual brought before into a new norm and philosophy, which has the energy and pride of the group in the face of certain things and goals."

Whereas according to Stephen Robbins in Fahmi, (2017:235) posits that: "A strong culture is characterized by the value of an organization that is strongly embraced, well organized, and widely felt together."

Furthermore , according to Afandi, (2018:97) it is stated that: "Organizational culture is a system of values, assumptions, beliefs, philosophies, organizational habits that exist in an organization."

From several opinions of experts, it can be concluded that organizational culture is a state of affairs in an organization or company that an employee wants to get paid attention to in order for the company's work life to be fulfilled so that a good *Organizational Citizenship Behavior* increases.

2.2. Organizational Commitment

Organizational commitment is important for the sustainability of an organization or company that has a high commitment will be beneficial for the organization or the company itself, members who have a commitment will tend to obey the regulations in the company. Some experts argue that: Busro, (2018:75) posits that : "Commitment or organizationalization is the embodiment of a person's willingness, awareness, and sincerity to be bound and always be in an organization described by the magnitude of effort, determination, and belief in being able to achieve a common vision, mission and goals.

According to Luthans (2011:2147) in Wibowo, (2016:214) posits that: "A strong desire to remain a member of a particular organization, a strong desire to urge efforts at a high level on behalf of the organization, and a definite belief in and acceptance of the values and goals of the organization".

According to Edison, et al (2018:220) argue that: "Organizational commitment is a form in which employees /employees have involvement, accept existing environmental conditions, and strive to excel and serve".

Based on the views of experts, it can be concluded that organizational commitment is a work attitude that is in the form of desire, will, dedication and loyalty and strong trust that shows the desire to remain part of the organization's members by willing to accept the values and goals of the organization, and work for the benefit of the organization. Commitment relates strongly and is tied to the organization in the emotional. Often reflects the confidence of employees in the mission and goals of the organization.

2.3. Organizational Citizenship Behavior

A good *attitude of Organizational Citizenship Behavior (OCB)* can be for the organization or company, this can happen because employees work in total and exceed the standards that have been applied by existing policies in the company. According to the views of some experts argue that: According to Organ (1997) in Titisari, (2014:5) defines that: "*Organizational Citizenship Behavior* as a free individual behavior, is not directly or explicitly related to *the reward* system and can improve the effective functioning of the organization".

According to Podsakoff et.al in Rino et al., (2020:37) posits that: "*Organizational citizenship behaviour, particularly OCB-I, can improve managers ratings of employee's performance and career prospects*" Based on the notion of *Organizational citizenship behavior (OCB)* according to Podsakoff et.al in Rino, et al (2020:37) posit that: "Organizational citizenship behavior, in particular *Organizational citizenship behaviour*, can improve managers' assessment of employee performance and career prospects.

Based on the views of the experts above, it is concluded that *Organizational Citizenship Behavior (OCB)* is a voluntary behavior that can contribute directly or indirectly or improve the effectiveness of organizational functions, namely about helping fellow colleagues in the organizational environment, where the individual's behavior is based on volunteerism and individual will but is not directly recognized by the formal reward system.

3. Research Methods and Materials

This research was conducted at one of the Cirebon City Regional Development Companies, the type of research that will be used is to use quantitative research methods, as for those that will be tested using statistical test tools using associative methods. By using this associative type, researchers can find out the influence between free variables (that affect) namely Organizational Culture (X1), Organizational Commitment (X2) and supporting variables (which are affected) namely Organizational Citizenship Behavior (OCB) (Y).

This study used measurement variables using a likert scale with the provisions: indigo 5 For answers strongly agree, value 4 for answers agree, skor 3 for answers quite agree, value 2 for answers disagree and value 1 for answers strongly

disagree. The data analysis method in this study uses multiple linear regression analysis using the SPSS application version 25.0

The population used in this study was all employees who worked in the Cirebon City Development PD as many as 58 employees and the sample to be used in this study amounted to 58 respondents from the total population of all employees of the Daerah Development Company Cirebon city. Therefore, this study used nonprobability sampling with the total sampling / census technique.

4. Results and Discussion

4.1. Multiple linear regression analysis

Table 4. Multiple linear regression analysis

Type	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	14,911	5.198		2.868	.006
	X1	.367	.088	.475	4.155	.000
	X2	.352	.165	.244	2.136	.037

a. Dependent Variable: Y

Based on the multiple linear regression analysis table above, the equation can be obtained:

$$Y = 14.911 + 0.367 X_1 + 0.352 X_2$$

Which means,

- 1) The constant value of 14,911, meaning that if there is no change in value (X1 and X2 are (0) in the variables of organizational culture (X1) and organizational commitment (X2) then the value of Organizational Citizenship Behavior (Y) in the Cirebon City Regional Development Company is 14,911.
- 2) The value of the regression coefficient of the organizational culture variable (X1) has a value of 0.367, meaning that if the organizational culture increases, organizational citizenship behavior will increase by 0.367 units at a constant level. The coefficient of organizational culture is positive, meaning that there is a positive relationship between organizational culture (X1) and Organizational Citizenship Behavior (Y). This shows that the higher the organizational culture, the higher the employee performance.
- 3) The regression coefficient value for the organizational commitment variable (X2) has a value of 0.352, meaning that if the organizational commitment increases then Organizational Citizenship Behavior will increase by 0.352 units at a constant level. The coefficient of organizational commitment is positive, meaning that there is a positive relationship between organizational commitment (X2) and Organizational Citizenship Behavior (Y). This shows that the higher the organizational commitment, the higher the Organizational Citizenship Behavior.

4.2. Coefficient of determination

Table 5. Coefficient of determination

Type	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.363	.340	3.066

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Based on table 5, it is known that the Adjusted R Square score of 0.340 or 34% which means the influence of organizational culture and organizational commitment together on Organizational Citizenship Behavior is 34% and the remaining 66% is influenced by other factors that were not studied.

4.3. Hypothesis Test

Table 6. Testing of organizational culture hypotheses against OCB

		Coefficients ^a			t	Sig.
Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	22,354	3.978		5.619	.000
	X1	.431	.086	.557	5.022	.000

a. Dependent Variable: Y

Table 7. Hypothesis testing of organizational commitment to OCB

		Coefficients ^a			t	Sig.
Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	25,030	5.216		4.798	.000
	X2	.583	.176	.404	3.309	.002

a. Dependent Variable: Y

Based on the results of data analysis and discussion that has been described in the previous chapter, the results of research on the influence of Organizational Culture, Organizational Commitment and Organizational Citizenship Behavior on the Cirebon City Regional Development Company can be drawn as follows:

- 1) Based on the results of the first hypothesis testing using SPSS Version 25.0 for Windows, an organizational culture variable value of 4.155 was obtained. Meanwhile, with a degree of freedom $df = 58 - 2 = 56$ at a significance level of 0.05, which is 1.673. Thus the calculated t value $> t$ table is $4.155 > 1.673$ with a significance value of $0.000 < 0.05$ which means that organizational culture has a significant effect on Organizational Citizenship Behavior in Cirebon City BUMD. The results of this study are in line with previous research, including research from (Najih & Mansyur, 2022) organizational culture has a positive effect on Organizational Citizenship Behavior (OCB). It is known that the beta value of the Organizational Culture variable towards Organizational Citizenship Behavior (OCB) is 0.732 or 73.2% and has a significance value of 0.000 ($0.000 < 0.05$), so it can be known that Organizational Culture has a positive and significant effect. affects Organizational Citizenship Behavior (OCB). Furthermore, research from (Zahreni et al., 2021) the results obtained, it can be concluded that organizational culture has a positive effect on employee engagement and OCB of employees at the Direksi PT Office. Nusantara Plantation III Medan.
- 2) Based on the results of the first hypothesis testing using SPSS Version 25.0 for Windows, an organizational commitment variable value of 2.136 was obtained. Meanwhile, with a degree of freedom $df = 58 - 2 = 56$ at a significance level of 0.05, which is 1.673. Thus the calculated t value $> t$ of the table is $2.136 > 1.673$ with a significance value of $0.037 < 0.05$ meaning that organizational commitment has a significant effect on Organizational Citizenship Behavior in the Cirebon City Regional Development Company. The results of this study are in line with previous research, including research from (Sudarmo & Wibowo, 2018) which shows that there is a significant influence between organizational commitment variables and the Organizational Citizenship Behavior (OCB) of PT. TELKOM Purwokerto. Furthermore, research from (Ayuningsih, 2021) shows that organizational commitment plays a role in increasing the work loyalty of Puskesmas employees so that organizational goals can be achieved and research from (Satya Nugraha & Ayu Dewi Adnyani, 2017) that

organizational commitment has a positive effect and has a significant effect on OCB in the Denpasar City Regional Secretariat.

- 3) Based on the results of testing the fourth hypothesis using SPSS Version 25.0 for Windows on Organizational Culture (X1) and Organizational Commitment (X2) to Organizational Civic Behavior (Y) that the Adjusted R Square value of 0.340 or 34% means the influence of organizational culture and organizational commitment together on Organizational Citizenship Behavior by 34% and the remaining 66% is influenced by other factors that were not studied. The third hypothesis test was also proved by a calculated F value of 15.695 with a significance level of 0.000. This value is then compared to the table F of 3.165. Thus it can be concluded that the calculated F value > the table F is $15.695 > 3.165$ and the sig value < 0.05 which is $0.000 < 0.05$. So that H_0 is rejected and H_a is accepted, meaning that the variables of organizational culture (X1) and organizational commitment (X2) simultaneously have a significant effect on Organizational Citizenship Behavior (Y). at the Cirebon City Regional Development Company. The results of this study are in line with previous research, including research from (Satya Nugraha & Ayu Dewi Adnyani, 2017) that organizational culture and organizational commitment simultaneously have a positive and significant effect on OCB at the Denpasar City Regional Secretariat. Furthermore, research from (Mangindaan et al., 2020) states that organizational culture and organizational commitment have a significant effect on Organizational Citizenship Behavior (OCB) at the Sutan Raja Amurang Hotel and research from (Bayu Putra Mahardika & Wibawa, 2018) obtained organizational culture and organizational commitment have a positive and significant effect on organizational citizenship behavior.

5. Conclusion

Based on the results of data analysis and discussion that has been described in the previous chapter, the results of research on the influence of Organizational Culture, Organizational Commitment and Organizational Citizenship Behavior on Cirebon City Regional Development Companies can be drawn as follows: 1] Organizational Culture Variables (X1) in this study partially have a positive and significant effect on Organizational Citizenship Behavior (Y) at the Cirebon City Regional Development Company. This is evidenced by the calculated t value > t of the table, which is $4.155 > 1.673$ with a significance value of $0.000 < 0.05$ through real evidence by using hypothesis testing. 2] Organizational Commitment Variables (X2) in this study partially had a positive and significant effect on Organizational Citizenship Behavior (Y) in the Cirebon City Regional Development Company. This is evidenced by the calculated t value > t table which is $2.136 > 1.673$ with a significance value of $0.037 < 0.05$ through real proof using hypothesis testing. 3] Organizational Culture and Organizational Commitment together (simultaneously) have a significant effect on Organizational Citizenship Behavior in Cirebon City Regional Development Companies. This is evidenced by the calculated F value > F of the table which is $15.695 > 3.165$ and the sig value of < 0.05 which is $0.000 < 0.05$ through real proof using hypothesis testing. The relationship between Organizational Culture and Organizational Commitment to Organizational Citizenship Behavior has an Adjusted R Square value of 0.340 or 34% which means the influence of organizational culture and organizational commitment together on Organizational Citizenship Behavior is 34% and the remaining 66% is influenced by other factors that were not studied.

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