

ABSTRACT

Based on preliminary interviews with the Human Resources Department of PT. Didi Max Berjangka, indications of employee turnover among newly hired employees were identified, creating challenges in developing optimal Organizational Citizenship Behavior (OCB). This condition suggests that voluntary work behavior among new employees has not yet been fully established, highlighting the need to examine factors that influence OCB, including Job Satisfaction, Organizational Culture, and Affective Commitment.

This study aims to analyze the influence of Job Satisfaction and Organizational Culture on Organizational Citizenship Behavior (OCB) with Affective Commitment as a mediating variable at PT. Didi Max Berjangka.

This study employed a quantitative approach using an explanatory research method. The population consisted of 116 newly hired employees of PT. Didi Max Berjangka with a tenure of 0–12 months. A total sampling technique was applied, meaning that all members of the population were selected as research respondents. Data were collected through questionnaires and analyzed using instrument testing, classical assumption tests, path analysis, hypothesis testing, and the Sobel Test with the assistance of IBM SPSS Statistics 29.

The results indicate that Job Satisfaction and Organizational Culture have a positive and significant effect on Affective Commitment. Furthermore, Organizational Culture and Affective Commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB), whereas Job Satisfaction does not have a significant direct effect on OCB. The mediation analysis reveals that Affective Commitment fully mediates the relationship between Job Satisfaction and OCB and partially mediates the relationship between Organizational Culture and OCB. These findings indicate that improving OCB among newly hired employees at PT. Didi Max Berjangka can be achieved more effectively through strengthening organizational culture and enhancing employees' affective commitment.

Keywords: *Job Satisfaction, Organizational Culture, Affective Commitment, Organizational Citizenship Behavior (OCB).*



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ABSTRAK

Berdasarkan hasil wawancara awal dengan pihak HRD PT. Didi Max Berjangka, ditemukan adanya dinamika keluar masuk karyawan baru yang menjadi tantangan dalam pembentukan *Organizational Citizenship Behavior* (OCB). Kondisi tersebut menunjukkan bahwa perilaku sukarela karyawan dalam mendukung efektivitas organisasi belum terbentuk secara optimal sehingga diperlukan kajian mengenai faktor-faktor yang dapat memengaruhi OCB, di antaranya *Job Satisfaction*, *Organizational Culture*, dan *Affective Commitment*.

Penelitian ini bertujuan untuk menganalisis pengaruh *Job Satisfaction* dan *Organizational Culture* terhadap *Organizational Citizenship Behavior* (OCB) dengan *Affective Commitment* sebagai variabel mediasi pada PT. Didi Max Berjangka.

Penelitian ini menggunakan pendekatan kuantitatif dengan metode *explanatory research*. Populasi penelitian berjumlah 116 karyawan baru PT. Didi Max Berjangka dengan masa kerja 0–12 bulan. Teknik pengambilan sampel menggunakan *total sampling*, sehingga seluruh populasi dijadikan sebagai responden penelitian. Data dikumpulkan melalui penyebaran kuesioner dan dianalisis menggunakan uji instrumen, uji asumsi klasik, analisis jalur (*path analysis*), uji hipotesis, dan uji mediasi (*Sobel Test*) dengan bantuan IBM SPSS Statistics 29.

Hasil penelitian menunjukkan bahwa *Job Satisfaction* dan *Organizational Culture* berpengaruh positif dan signifikan terhadap *Affective Commitment*. Selanjutnya, *Organizational Culture* dan *Affective Commitment* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB), sedangkan *Job Satisfaction* tidak berpengaruh signifikan terhadap OCB. Hasil uji mediasi menunjukkan bahwa *Affective Commitment* memediasi secara penuh (*full mediation*) pengaruh *Job Satisfaction* terhadap OCB serta memediasi secara parsial (*partial mediation*) pengaruh *Organizational Culture* terhadap OCB. Temuan ini menunjukkan bahwa peningkatan OCB pada karyawan baru PT. Didi Max Berjangka lebih efektif dilakukan melalui penguatan budaya organisasi dan peningkatan komitmen afektif karyawan.

Kata Kunci: *Job Satisfaction*, *Organizational Culture*, *Affective Commitment*, *Organizational Citizenship Behavior* (OCB).