

Influence Of Organizational Culture And Competence On Job Satisfaction And Organizational Citizenship Behavior And Employee Performance PT PLN (Persero) Parent Unit of Kalimantan Mahakam Plant Control Management Unit

Untung Budi Widodo, Tetra Hidayati, Ledy Setiawati

*Corresponding Author: Untung Budi Widodo
Mulawarman University, Samarinda - Indonesia*

ABSTRACT: *In this study involved all employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Power Plant Control Management Unit which totaled 339 employees. The samples in this study were employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit which amounted to 182 people minus 1 leader and 5 PLN employees who were on maternity leave (update dated July 25, 2020), so that the number of employees who were sampled as many as 176 employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit Mahakam. The analystis data used by the author is Structural Equation Model (SEM). Hypothesis testing is conducted with multivariate analysis conducted through the WarpPLS program. The results showed that organizational culture has a positive and insignificant effect on employee job satisfaction, competence has a positive and significant effect on employee job satisfaction, Organizational culture has a positive and insignificant effect on employee organizational citizenship behavior, Competency positively and significantly affects employee organizational citizenship behavior, Organizational culture has a positive and insignificant effect on employee performance, Competency positively and significantly affects employee performance, Satisfaction positively and significantly affects employee organizational citizenship behavior, Job satisfaction positively and insignificantly affect employee performance, Organizational citizenship behavior positively and significantly affects the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Power Plant Control Management Unit..*

KEY WORD: *Organizational Culture, Competency, Job Satisfaction, Organizational Citizenship Behavior, Employee Performance*

Date of Submission: 30-05-2021

Date of Acceptance: 16-06-2021

I. INTRODUCTION

Assessment of a performance, satisfaction or organizational citizenship behavior can be interpreted as a person's ability that can be observed including knowledge, skills and attitudes in completing a job or task with a set performance standard. Kompetensi used in the framework for employees is the level of ability that an employee must have to perform a task or work indicated through the application of knowledge, skills and attitudes required work. Employees will be able to do a job, organize so that the work can be carried out, decide what to do if something different happens to the original plan by mastering the competency. This employee competency will be oriented towards the quality of employee performance.

PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit requires an employee who is willing and able to do more work than just his formal duties and willing to provide performance that exceeds expectations. Employees with this ability are quite rare, even though employees want better performance to carry out their basic tasks and functions. In today's dynamic world of work, where tasks are increasingly being performed in teams, flexibility is paramount. Therefore, the organization wants employees who are willing to perform tasks that are not listed in the job description. Robbins & Judge (2015:235), reveals the fact that organizations that have employees who have good organizational citizenship behavior, will perform better than other organizations.

The relationship between OCB and performance has been widely done, michael research (2011), employees who have high performance and low performance influenced by OCB. Shokrkon & Naami (2009), job satisfaction and OCB have an effect in improving employee performance. Palagia research results, et al. (2010), partial job satisfaction has a positive and significant effect on performance. Jahangir Research (2004), Job satisfaction has a positive influence on performance and OCB. Another study conducted by Eoh

(2001), Shahzad et al. (2012), Owina & Kibera (2019) stated that the culture of the organization had a significant impact on performance.

From some of the empirical studies above, shows that organizational culture has a significant effect on performance, job satisfaction has an influence on OCB and employee performance. In addition, OCB also affects employee performance. However, there are some other studies that reveal different results, among them Jonah's research, et al. (2014), showed that job satisfaction had no significant effect on performance. This research examines the performance of educational institutions. Crossman & Zaki (2003) states there is no significant relationship between job satisfaction and performance. Sunadji research, et al. (2013); Sumarto & Subroto (2011), organizational culture does not have a significant influence on employee performance.

Based on the results of empirical studies in this study, it will be the basis for researching the relationship between organizational culture and competence and its influence on organizational citizenship behavior of job satisfaction and its impact on employee performance. This study took the subject of employees at PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit, with the title of research "Influence of Organizational Culture and Competence on Work Satisfaction and Organizational Citizenship Behavior serta Employee Performance of PT PLN (Persero) Kalimantan Parent Unit, Mahakam Plant Control Management Unit". Based on the background description and problem formulation above, the purpose of this research is menganalisis and prove the influence of organizational culture and competency on employee jobsatisfaction, menganalisis and prove the influence of organizational culture and competence on employee organizational citizenship behavior, menganalisis and prove the influence of culture organization and competence to employee performance, menganalisis and prove the influence of job satisfaction on employee organizational citizenship behavior, menganalisis and prove the influence of job satisfaction on employee performance, menganalisis and prove the influence of organizational citizenship behavior on the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Mahakam Plant Control Management Unit.

II. LITERATURE REVIEW

Organizational Cultural Relationship with Job Satisfaction

Schein (2007:299) defines the organizational culture of some of the basic assumptions and beliefs shared by members of an organization. these assumptions and beliefs concern the group's view of time and scope, as well as human nature and human relationships. Meanwhile Robbins (2008:305) Culture organization is a system of meaning and mutual control embraced by members who distinguish their organization from other organizations. The system of meaning and shared control has the intention of realizing customs or rules that are not written must be agreed by every worker. Then the more complete the unwritten rules will further complete the rules always that give instructions to workers in carrying out daily tasks so that the success of the organization is higher. Robbins further points out the seven main characteristics in organizational culture: Innovation, Attention to task details, Results orientation, People orientation, Team orientation, Aggressiveness and Stability.

The seven characteristics of the organization's culture take place in a unity from low to high. The higher the characteristics of the culture of the organization, the more kondusif culture of the organization in shaping positive behavior. On the contrary, the weaker the cultural characteristics of the organization, the less conducive the culture of the organization. Robbins (2008:315) Organization can be a major source of organizational culture. The vision and mission of the founders of the organization naturally had a huge impact on the early culture of the organization. This early culture in general continued to evolve into the common meaning and control that characterized the culture of the organization. Robbins further explained that the process of creating organizational culture occurs in three ways, namely: First, the founders think and feel the strategy they are going through, second, the founders indoctrinate and socialize to their members how to think and feel their strategy; Third, the behavior of the founder itself serves as a role model that encourages employees to identify beliefs, values and assumptions in employees. Based on the process of occurrence, it appears that the culture of the organization will have an impact on the behavior / performance of members of the organization, because the members think and feel the importance of internalizing the culture of the organization on its behavior to achieve the goals of the organization.

Indeed, between the culture of the company with the satisfaction of employees can be relationships, where the culture (culture) is said to guide an employee how he perceives the cultural characteristics of an organization, the value that employees need in working, interacting with his group, with the system and administration, and interacting with his superiors. Rogga's research (2001) stated that organizational culture can improve employee job satisfaction. Zhang & Li Research (2013) Organizational culture considered as one of important core competencies of an organization. The individuals, groups & the organization as a whole are running under its culture even though it is almost intangible. This paper attempts to describe organizational culture and to explore the relationship between organizational culture and employee satisfaction. As a side product, a quantitative approach is provided to support managerial decisions on culture changes in order to

improve organizationaleffectiveness. Research Gap obtained from empirical studies on the influence of organizational culture on job satisfaction can be explained through research conducted by Rogga (2001), Zhang & Li (2013), Adkins & Caldwell (2004) Johnson & McIntyre (1998), Lund (2003), Silverthorne (2004) stated that organizational culture has a significant effect on job satisfaction, in contrast to research conducted by Egan et al. (2004), MacIntosh & Doherty (2005) stated that organizational culture had no significant effect on job satisfaction.

Hypothesis 1 = The organizational culture has a positive and significant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Competency Relationship with Job Satisfaction

Competence can affect job satisfaction, the more high competence it will lead to a high job satisfaction of a person as well. Empirically competence has a significant effect on the performance of the organization so the implication of the results of this study is that when employees have high competence, where employees are able to create a goodatmosphere, the effectiveness and productivity of the organization will increase. Employee competence as a characteristic of a person's ability is needed to get a good job result so as to cause job satisfaction. The influence of Competency on Employee Job Satisfaction is stated by Bogner & Thomas (2014) Competency as a special skill owned by the company and knowledge directed to achieve a high level of satisfaction. Variousempirical studies conducted by previous researchers mention for individuals including leaders who have job satisfaction and relatively high performance if they have good competence dibandingkan with workers who have low competence has a pattern of job satisfaction and low performance as well. Research Gap obtained from empirical studies on the influence of competence on job satisfaction can be explained through research conducted by Bogner & Thomas (2014), Renyut et al. (2017), Jusmin et al. (2016) stated that competence has a significant effect on job satisfaction, in contrast to research conducted by Haerani (2003), Yukl (2007) stated that competence has no significant effect on job satisfaction.

Hypothesis 2 = Competence has a positive and significant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Organizational Cultural Relationship with OCB

OCB is more related to the manifestation of a person (employee) as a social being. OCB is a form of voluntary activity of members of organizations that function the organization so that this behavior is more altruistic (helpful) expressed in the form of actions that show selflessness and concern for the well-being of others. If employees in the organization have OCB, employees can control their own behavior so as to choose the behavior that is best for the interests of their organization. This capacity tends to be owned and is a characteristic of people (employees) who have a prominent emotional prowess. Emotional prowess is a learning outcome that is based on emotional intelligence and therefore results in a standout performance in the work.

Organizational culture aims to change the attitudes and behaviors of existing human resources in order to increase work productivity. The benefits of applying a good organizational culture is that it can increase the spirit of mutual cooperation, increase togetherness, open to each other, improve the family spirit, build better communication, increase work productivity, be responsive to the development of the outside world, which is mostly part of OCB (Oemar, 2013). Organizational culture is a system of beliefs and values that develop in the organization and direct the behavior of its members. In business, this system is often regarded as corporate culture. No two personalities are the same, no organizational culture is identical. Experts and consultants believe that cultural differences have a great influence on the organizational performance and quality of work life experienced by members of the organization. (Schermerthorn, 2010).

Research conducted by Jagannath & Bhabani (2012), the analysis shows there was a significant correlation between all the variables (organizational culture: belief and norms, individual autonomy, individual responsibility, conflict tolerance, structure, risk tolerance, and support. organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy and civic virtue). It means that the culture of the organization influences the formation of OCB. Johnson (2008), the organizational culture had a significant positive relationship to the employees' self-ratings of OCB. Sashkin (2003), findings strongly supported the relationship of organizational culture & OCB, via coordinated teamwork. Research Gap obtained from empirical studies on the influence of organizational culture on organizational citizenship behavior can be explained through research conducted by Jagannath & Bhabani (2012), Johnson (2008), Sashkin (2003) stated that organizational culture has a significant influence on organizational citizenship behavior, in contrast to research conducted by Ersoy, et al (2010), Kar & Tewari (1999), Ariyani (2016), Tarek & Huana (2017) stated that organizational culture has no significant effect on organizational citizenship behavior.

Hypothesis 3 = Organizational culture has a positive and significant effect on the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Competency Relationship with OCB

The concept of competence refers to applied knowledge and the skills, performance and behavior required to complete the task very well (Armstrong & Baron, 1995). With regard to the concept of competence implies that employees should be able to perform their roles effectively (Armstrong, 2000). OCB is the behavior of individuals who are discretionary, indirect or explicitly recognized by the formal reward system (Organ, 1988) and this behavior is a matter of personal choice. It has been proposed that OCB connect performance and job satisfaction (Organ, 1988; Moorman, 1991). It is also said by Boyatzis (1982) that puts the concept of competence firmly in the context of performance. Boyatzis (1982) states that the inherent concept of higher level of performance defines competence as a characteristic that distinguishes superior performance from average performance and poor performance.

Tremblay (2001) concluded that the perception of the possibility of using competence has a strong independent positive influence on the mobilization of discretionary behavior. Dio's (2003:92) stipulates that competence leads to higher quality of decisions and greater achievement and efficiency. Garavan & McGuire (2001) add that competencies can be liberating & empowering, arguing that if employees are provided with a broad degree of self-control & self-regulation, they will work towards the fulfillment of organizational objectives. Research Gap obtained from empirical studies on the influence of competence on organizational citizenship behavior can be explained through research conducted by Dio's (2003), Tremblay (2000), Garavan & McGuire (2001) stated that competence has a significant effect on organizational citizenship behavior, in contrast to research conducted by Denison (2006), Lee & Koh, (2001) stated that competence has an insignificant effect on organizational citizenship behavior

Hypothesis 4 = Competence has a positive and significant effect on the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Organizational Cultural Relationship with Performance

Basically a human being or someone who is in the life of the organization seeks to determine and form something that can accommodate the interests of all parties, in order to carry out their activities do not clash with the various attitudes and behaviors of each individual. Something that is meant is the culture in which the individual is located, such as values, beliefs, assumptions, expectations and so on. Organizational culture is the value of shared beliefs that underlie corporate identity. Culture organization an agreement with members in the organization or company so as to facilitate the birth of a broader agreement for the benefit of individuals. The primacy of organizational culture is the control and direction in shaping human attitudes and behaviors that involve themselves in an organizational activity. Organizational culture affects productivity, performance, commitment, confidence and ethical behavior. Organizational culture and leadership style have a significant positive impact on organizational commitment, job satisfaction and employee performance. The high support shown by the company's leaders is able to provide high motivation from employees to work better and achieve targets. Research on the relationship of work culture and performance was also conducted, concluding that four factors of corporate culture jointly affect the six indicators of service productivity services, which include work ethic, alignment, ability to handle problems, satisfaction, qualified and able employees and quality improvement, services and processes and influences are very significant. The more effective the corporate culture is applied, the more productivity will increase.

Research Gap obtained from empirical studies on the influence of organizational culture on performance can be explained through research conducted by Eoh (2001), Shahzad et al. (2012), Owina & Kibera (2019) stated that organizational culture has a significant effect on performance, in contrast to research conducted by Zhang & Li (2013), Ilham (2016) stated that organizational culture has no significant effect on performance.

Hypothesis 5 = The organizational culture has a positive and significant impact on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Competency Relationship with Performance

Performance is the achievement or achievement of the task given to employees, because the progress of the company is determined by the performance of all its employees. Performance is the result of a process of work carried out by humans. Winanti (2011) High employee performance can be achieved if all elements in the company are well integrated and able to perform their role in accordance with the needs and desires of customers and employees. Competence is said to be one of the factors that affect performance. Competence is needed to help organizations to create a culture of high performance. The number of competencies used by human resources will improve performance. Sriwidodo & Haryanto (2010) The performance and effectiveness of employees in carrying out tasks is determined by the competence required by the field of work. Research Gap obtained from empirical studies on the influence of competence on performance can be explained through research conducted by Winanti (2011), Sriwidodo & Haryanto (2010) stated that competence has a significant

effect on performance, in contrast to research conducted by Ley, et al. (2007), Qamariah & Fadli (2011), Suprpto (2009), Zaim, et al. (2013) states that competence has no significant effect on performance.

Hypothesis 6 = Competence has a positive and significant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Job Satisfaction Relationship with OCB

Shokrkon & Naami research results (2009) The results indicate that correlation coefficients between the five components of job satisfaction and the five components of each of the two measures of organizational citizenship behavior were positive and significant. Robbins & Coulter (2009) is logical when concluding that job satisfaction becomes an employee's OCB determinant. More satisfied employees will express positive things about the company, help other colleagues and exceed formal work expectations. Research shows that there is a significant association between job satisfaction and OCB. Rochmania (2012), the willingness of employees to participate in the organization usually depends on what goals it wants to achieve by joining the organization in question. Employee contribution to the organization will be higher if the organization can give what the employee wants. Job satisfaction is one of the very important factors to get optimal work results. The definition of job satisfaction is a feeling of pleasure or positive emotion towards his work that is caused by the balance of employee's return with the level of return provided by the company both financially and non-financially. Job satisfaction has a strong relationship to OCB. The definition of OCB is voluntary behavior, not a forced act against matters that put forward the interests of the organization and are not directly and blatantly tied to a formal reward system.

Research Gap obtained from empirical studies on the influence of job satisfaction on organizational citizenship behavior can be explained through research conducted by Shokrkon & Naami (2009), Rochmania (2012), Ozturk (2010) stated that satisfaction has a significant effect on organizational citizenship behavior, in contrast to research conducted by Mehboob & Bhutto (2012), Haerani (2017) stated that satisfaction has an insignificant effect on organizational citizenship behavior.

Hypothesis 7 = Job satisfaction has a positive and significant effect on the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Relationship of Job Satisfaction with Performance

Job satisfaction is defined as a pleasant state or positive emotion resulting from a person's job assessment or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is seen as important. Five aspects of job satisfaction are measured by the Job Descriptive Index i.e. the work itself, the quality of supervision, relationships with colleagues, promotional opportunities and payments (Luthans, 2002:230). Job Satisfaction Relationship with Performance according to Lawler & Porter "the sequence is that better performance usually leads to higher economic, sociological, and psychological rewards. If these rewards are seen as fair and equitable, then improved satisfaction develops because employees feel that they are receiving rewards in proportion to their performance. On the other hand, if rewards are seen as inadequate for one's level of performance, dissatisfaction tends to rise. In either case, one's level of satisfaction leads to either greater or lesser commitment, which then affects effort and eventually performance again. The result is a continuously operating performance satisfaction effort loop. "

The description above can be defined that high satisfaction contributes to high performance. Better performance usually leads to higher rewards in the form of economics, social and psychology. If the award is considered fair and equitable, satisfaction develops because employees feel that they receive an award in proportion to their performance. On the other hand if the award is considered insufficient, dissatisfaction arises. One's satisfaction leads to a greater or smaller commitment, which then affects and ultimately impacts performance. The results of research conducted palagia, (2010), hasil research is remuneration, motivation and job satisfaction affect the performance of employees. Partial job satisfaction has a positive and significant effect on performance. Jahangir Research (2004), Job satisfaction has been found to have a positive relationship with job performance and OCB. Job satisfaction has a positive influence on performance and OCB. Research Gap obtained from empirical studies on the influence of job satisfaction on performance can be explained through research conducted by Palagia, (2010), Jahangir (2004), Kristensen & Nielsen (2004) stated that satisfaction has a significant effect on performance, in contrast to research conducted by Brouwers & Tomic (2000), Caprara et al. (2003), Malone (2006), Greenglass & Burke (2003) stated that satisfaction had no significant effect on performance.

Hypothesis 8 = Job satisfaction has a positive and significant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Ocb's Relationship to Performance

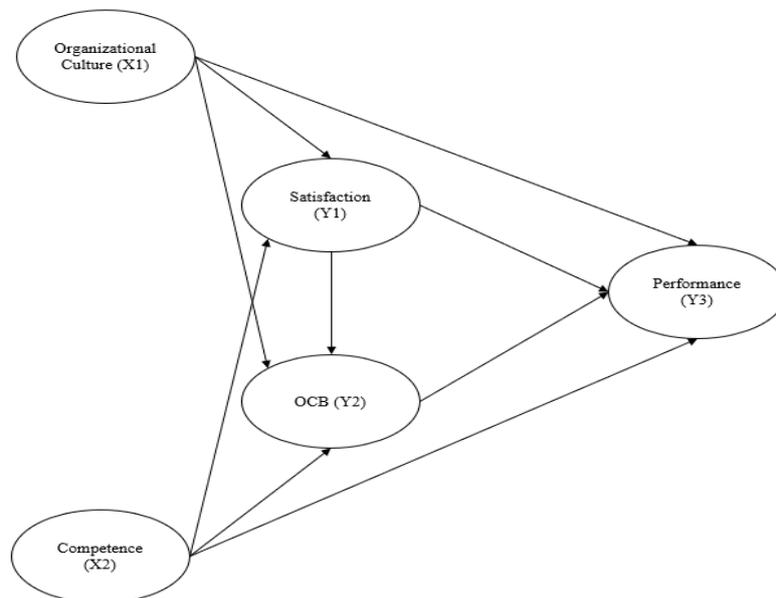
All these different types of OCB are valuable to organizations, although OCB is often undetectable by reward systems, but it is proven that individuals who demonstrate OCB will have good performance, effectiveness of groups and organizations. Robbins & Judge (2015:235), an organization that has employees who have good OCB, will perform better than other organizations. Ahdiyana (2009:25) shows that the positive behavior of employees or members of the organization through OCB is able to support individual performance and organizational performance for better organizational development.

Michael (2011), Citizenship behaviors have been shown to be as influential as task activities in how managers evaluate employees' performance and are considered to be an important element in the job performance domain. While both citizenship behavior and performance evaluations are important in organizational settings, little research has examined possible impacts of including OCB in formal performance evaluations. This study looks at how various weights assigned to OCB may influence employee reactions and how these reactions are contingent on their levels of task performance. It can be explained that OCB has an influence on the performance of the organization. Martinez's research (2013), in organizational psychology literature, organizational citizenship behaviors (OCB) has demonstrated a significant relationship with performance outcomes. Research Gap obtained from empirical studies on the influence of organizational citizenship behavior on performance can be explained through research conducted by Michael (2011), Martinez (2013) stated that organizational citizenship behavior has a significant effect on performance, in contrast to research conducted by Abbas & Azim (2012), Aslam and Afzal (2010) stated that organizational citizenship behavior has an insignificant effect on performance.

Hypothesis 9 = Organizational citizenship behavior positively and significantly affects the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2021

III. RESEARCH METHODOLOGY

Data in this study were obtained through a questionnaire filled out by The samples in this study were employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit which amounted to 182 people minus 1 leader and 5 PLN employees who were on maternity leave (update dated July 25, 2020), so that the number of employees who were sampled as many as 176 employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit. The relationship between variables in this study was analysed using the Partial Least Square Structural Equation Modelling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Organizational Culture • Indicator (X1.1) • Indicator (X1.2) • Indicator (X1.3) • Indicator (X1.4) • Indicator (X1.5) • Indicator (X1.6) • Indicator (X1.7)	0,799 0,874 0,895 0,873 0,871 0,885 0,598	0,940	0,695	Yes
Competence • Indicator (X2.1) • Indicator (X2.2) • Indicator (X2.3) • Indicator (X2.4) • Indicator (X2.5) • Indicator (X2.6)	0,799 0,840 0,833 0,819 0,758 0,716	0,911	0,632	Yes
Satisfaction • Indicator (Y1.1) • Indicator (Y1.2) • Indicator (Y1.3) • Indicator (Y1.4) • Indicator (Y1.5)	0,712 0,820 0,783 0,783 0,582	0,857	0,548	Yes
OCB • Indicator (Y2.1) • Indicator (Y2.2) • Indicator (Y2.4) • Indicator (Y2.5)	0,863 0,826 0,732 0,879	0,896	0,684	Yes
Employee performance • Indicator (Y3.1) • Indicator (Y3.2) • Indicator (Y3.3) • Indicator (Y3.4)	0,871 0,873 0,871 0,815	0,918	0,736	Yes

Source: Calculated using SmartPLS, 2021

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Organizational culture has a positive and insignificant effect on the job satisfaction of employees of PT

- PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit with a coefficient value of 0.018 and significance value of 0.405 (>0.05).
2. Competence has a positive and significant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit with a coefficient value of 0.775 and significance value of 0.001 (<0.05).
 3. Organizational culture has a positive and insignificant effect on *the organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit with a coefficient value of 0.013 and a significance value of 0.433 (>0.05).
 4. Competence has a positive and significant effect on *the organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit with a coefficient value of 0.379 and significance value of 0.001 (<0.05).
 5. Organizational culture has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit with a coefficient value of 0.057 and significance value of 0.225 (>0.05).
 6. Competence has a positive and significant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit with a coefficient value of 0.178 and significance value of 0.008 (<0.05).
 7. Satisfaction has a positive and significant effect on *organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit with a coefficient value of 0.523 and significance value of 0.001 (<0.05).
 8. Job satisfaction has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit with a coefficient value of 0.067 and significance value of 0.186 (>0.05).
 9. *Organizational citizenship behavior* positively and significantly affects the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit coefficient value of 0.650 and significance value of 0.001 (<0.05).

Table 2. Bootstrapping Results

No	Relationships Between Variables	Coefficient Value	P-Values
1	Organization Culture → Employee Job Satisfaction	0,018	0,405
2	Competence → Employee Job Satisfaction	0,775	0,001
3	Organizational Culture → Organizational Citizenship Behavior	0,013	0,433
4	Kompetence → Organizational Citizenship Behavior	0,379	0,001
5	Organization Culture → Employee Performance	0,057	0,225
6	Competence → Employee Performance	0,178	0,008
7	Organizational Citizenship Behavior → Job Satisfaction	0,523	0,001
8	Job Satisfaction → Employee Performance	0,067	0,186
9	Organizational Citizenship Behavior → employee performance	0,650	0,001

Source: Calculated using SmartPLS, 2021

Discussion

Influence of Organizational Culture with Job Satisfaction

Organizational culture has a positive and insignificant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit so as to reject the first hypothesis in this study, this means that if the organizational culture increases then the job satisfaction of employees of PT PLN (Persero) Kalimantan Parent Unit, The Power Plant Control Management Unit will also increase, but the improvement of organizational culture has not been able to encourage the increase in employee satisfaction of PT PLN (Persero) Kalimantan Main Unit, The Plant Control Management Unit is manifestly due to its insignificant significance. Organizational culture has a positive and insignificant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit at PLN, one of the few possibilities is that although every Monday there is a Coach of Conduct (COC) for strengthening the corporate culture delivered from top to bottom, either delivered directly or online where the possibility in the communication context is ineffective or not one frequency so that not all members of the company can think and feel the strategy taken for the purposes of the company by the founders of the company (in this case represented by the President Director of PT PLN. Because not all members of the company hear, read, understand and implement in the actions or work that PLN employees do every day, the company's goals are not achieved so that the organizational culture only has a positive and insignificant effect. Research Gap

obtained from empirical studies on the influence of organizational culture on job satisfaction can be explained through research conducted by Rogga (2001), Zhang & Li (2013), Adkins & Caldwell (2004) Johnson & McIntyre (1998), Lund (2003), Silverthorne (2004) stated that organizational culture has a significant effect on job satisfaction, in contrast to research conducted by Egan et al. (2004), MacIntosh & Doherty (2005) stated that the organization's culture had no significant effect on job satisfaction.

The Influence of Competence with Job Satisfaction

Competence has a positive and significant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit, so that accepting the second hypothesis in this study, this means that if the competence increases then the job satisfaction of employees of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit will also increase, the improvement of competence has been able to encourage the increase in employee satisfaction of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit is manifestly because it has significant significance. Competence can affect the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit, the more high competence it will lead to high job satisfaction of a person as well. Empirically competence has a significant effect on the performance of the organization so the implication of the results of this study is that when employees have high competence, where employees are able to create a good atmosphere, the effectiveness and productivity of the organization will increase. Employee competence as a characteristic of a person's ability is needed to get a good job result so as to cause job satisfaction. The influence of Competency on Employee Job Satisfaction is stated by Bogner & Thomas (2014) Competency as a special skill owned by the company and knowledge directed to achieve a high level of satisfaction. Various empirical studies conducted by previous researchers mention for individuals including leaders who have job satisfaction and relatively high performance if they have good competence dibandingkan with workers who have low competence has a pattern of job satisfaction and low performance as well. Research Gap obtained from empirical studies on the influence of competence on job satisfaction can be explained through research conducted by Bogner & Thomas (2014), Renyut et al. (2017), Jusmin et al. (2016) stated that competence has a significant effect on job satisfaction, in contrast to research conducted by Haerani (2003), Yukl (2007) stated that competence has no significant effect on job satisfaction.

CulturalLy Nurturing Organizations with OCB

Organizational culture has a positive and insignificant effect on the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit, so rejecting the third hypothesis in this study, this means that if the organizational culture has improved then the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Parent Unit, The Plant Control Management Unit will also increase, but the improvement of organizational culture has not been able to encourage the improvement of organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, The Plant Control Management Unit is manifestly due to its significance. OCB is more related to the manifestation of a person (employee) as a social being in PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit. OCB is a form of voluntary activity of members of organizations that function the organization so that this behavior is more altruistic (helpful) expressed in the form of actions that show selflessness and concern for the well-being of others. If the employee in PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit has OCB, the employee can control his own behavior so as to choose the best behavior for the benefit of PT PLN (Persero) Kalimantan Main Unit, This Capacity Plant Control Management Unit tends to be owned and is a characteristic of people (employees) who have prominent emotional prowess. Emotional prowess is a learning outcome based on emotional intelligence and therefore produces a standout performance in the work. Research Gap obtained from empirical studies on the influence of organizational culture on organizational citizenship behavior can be explained through research conducted by Jagannath & Bhabani (2012), Johnson (2008), Sashkin (2003) stated that organizational culture has a significant effect on organizational citizenship behavior, in contrast to research conducted by Ersoy, et al (2010), Kar & Tewari (1999), Ariyani (2016), Tarek & Huana (2017) stated that organizational culture has no significant effect on organizational citizenship behavior.

Influence of Competencies with OCB

Competence has a positive and significant effect on the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Parent Unit, Power Plant Control Management Unit, so that accepting the fourth hypothesis in this study, this means that if the competency increases then the organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Parent Unit, The Power Control Management Unit will also increase, the improvement of competence has been able to encourage the improvement of organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Parent Unit,

Plant Control Management Unit is manifestly due to its significant significance. The concept of competence at PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit refers to applied knowledge and skills, performance and behaviors required to complete tasks very well by employees. With regard to the concept of competence implies that employees of PT PLN (Persero) Kalimantan Main Unit, The Power Plant Control Management Unit should be able to perform their role effectively. Research Gap obtained from empirical studies on the influence of competence on organizational citizenship behavior can be explained through research conducted by Dio's (2003), Tremblay (2000), Garavan & McGuire (2001) stated that competence has a significant effect on organizational citizenship behavior, in contrast to research conducted by Denison (2006), Lee & Koh, (2001) stated that competence has an insignificant effect on organizational citizenship behavior.

Influence of Organizational Culture with Performance

Organizational culture has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit, so rejecting the fifth hypothesis in this study, this means that if the organizational culture has improved then the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit will also increase, but the improvement of organizational culture has not been able to encourage the improvement of employee performance of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit in real terms because it has insignificant significance. Basically employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit located in the life of the organization seeks to determine and form something that can accommodate the interests of all parties, in order to carry out its activities do not clash with the various attitudes and behaviors of each individual. Something in question is the culture of employees at PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit, such as values, beliefs, assumptions, expectations and so on. Organizational culture is the value of shared beliefs that underlie the identity of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit. Research Gap obtained from empirical studies on the influence of organizational culture on performance can be explained through research conducted by Eoh (2001), Shahzad et al. (2012), Owina & Kibera (2019) stated that organizational culture has a significant effect on performance, in contrast to research conducted by Zhang & Li (2013), Ilham (2016) stated that organizational culture has no significant effect on performance.

The Influence of Competencies with Performance

Competence has a positive and significant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit, so that receiving the sixth hypothesis in this study, this means that if the competence is improved then the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit will also experience an increase, the improvement of competence has not been able to encourage the improvement of employee performance of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit is manifestly due to its significant significance. Performance at PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit is an achievement or achievement of the task given to employees, because the progress of the company is determined by the performance of all its employees. Performance is the result of a process of work carried out by humans. Winanti (2011) High employee performance can be achieved if all elements in the company are well integrated and able to perform their role in accordance with the needs and desires of customers and employees. Competence is said to be one of the factors that affect performance. Competence is needed to help organizations to create a culture of high performance. The number of competencies used by human resources will improve performance. Sriwidodo & Haryanto (2010) The performance and effectiveness of employees in carrying out tasks is determined by the competence required by the field of work. Research Gap obtained from empirical studies on the influence of competence on performance can be explained through research conducted by Winanti (2011), Sriwidodo & Haryanto (2010) stated that competence has a significant effect on performance, in contrast to research conducted by Ley, et al. (2007), Qamariah & Fadli (2011), Suprpto (2009), Zaim, et al. (2013) states that competence has no significant effect on performance.

The Effect of Job Satisfaction with OCB

Satisfaction has a positive and significant effect on organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit, thus accepting the seventh hypothesis in this study, this means that if job satisfaction increases then organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit will also increase, the increase in job satisfaction has been able to encourage an increase in organizational citizenship behavior of employees of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit in real terms because it has significant significance. Employee contributions to the organization will be higher if the organization can

provide what the employee wants. Job satisfaction is one of the most important factors to get optimal work results. The definition of job satisfaction is a feeling of pleasure or positive emotion towards his work that is caused by the balance of employee's return with the level of return provided by the company both financially and non-financially. Job satisfaction has a strong relationship to OCB. The definition of OCB is voluntary behavior, not a forced act against matters that put forward the interests of the organization and are not directly and blatantly tied to a formal reward system. Research Gap obtained from empirical studies on the influence of job satisfaction on organizational citizenship behavior can be explained through research conducted by Shokrkon & Naami (2009), Rochmania (2012), Ozturk (2010) stated that satisfaction has a significant effect on organizational citizenship behavior, in contrast to research conducted by Mehboob & Bhutto (2012), Haerani (2017) stated that satisfaction has no significant effect on organizational citizenship behavior.

The Effect of Job Satisfaction on Performance

Job satisfaction has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Power Plant Control Management Unit, so rejecting the eighth hypothesis in this study, this means that if job satisfaction increases then the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Power Plant Control Management Unit will also increase, but the increase in job satisfaction has not been able to encourage the improvement of employee performance of PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit in real terms because it has insignificant significance. The description above can be defined that high satisfaction contributes to high performance. Better performance usually leads to higher rewards in the form of economics, social and psychology. If awards are considered fair and equitable, satisfaction develops because employees feel that they receive awards in proportion to their performance. On the other hand if the award is considered insufficient, dissatisfaction arises. One's satisfaction leads to a greater or smaller commitment, which then affects and ultimately impacts performance. The results of research conducted Palagia, (2010), hasil research is remuneration, motivation and job satisfaction affect the performance of employees. Partial job satisfaction has a positive and significant effect on performance. Jahangir Research (2004), Job satisfaction has been found to have a positive relationship with job performance and OCB. Job satisfaction has a positive influence on performance and OCB. Research Gap obtained from empirical studies on the influence of job satisfaction on performance can be explained through research conducted by Palagia, (2010), Jahangir (2004), Kristensen & Nielsen (2004) stated that satisfaction has a significant effect on performance, in contrast to research conducted brouwers & tomic (2000), Caprara et al. (2003), Malone (2006), Greenglass & Burke (2003) stated that satisfaction had no significant effect on performance.

The Impact of OCB on Performance

Organizational citizenship behavior positively and significantly affects the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Power Plant Control Management Unit, so that it receives the ninth hypothesis in this study, this means that if organizational citizenship behavior has improved then the performance of employees of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit will also experience an increase, the improvement of organizational citizenship behavior has been able to encourage the improvement of employee performance of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit in real terms because it has significant significance. All these different types of OCB are valuable to organizations, although OCB is often undetectable by reward systems, but it is proven that individuals who demonstrate OCB will have good performance, effectiveness of groups and organizations. Robbins & Judge (2015:235), an organization that has employees who have good OCB, will perform better than other organizations. Ahdiyana (2009:25) shows that the positive behavior of employees or members of the organization through OCB is able to support individual performance and organizational performance for better organizational development. Research Gap obtained from empirical studies on the influence of organizational citizenship behavior on performance can be explained through research conducted by Michael (2011), Martinez (2013) stated that organizational citizenship behavior has a significant effect on performance, in contrast to research conducted by Abbas & Azim (2012), Aslam and Afzal (2010) stated that organizational citizenship behavior has an insignificant effect on performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Related to the relationship between variables in the model, based on the results of the analysis that has been presented in the previous chapter can be drawn conclusions as follows:

- 1) The organizational culture has a positive and insignificant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 2) Competence has a positive and significant effect on the job satisfaction of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.

- 3) Organizational culture has a positive and insignificant effect on *the organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 4) Competence has a positive and significant effect on *the organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 5) The organizational culture has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 6) Competence has a positive and significant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 7) Satisfaction has a positive and significant effect on *the Organizational citizenship behavior* of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 8) Job satisfaction has a positive and insignificant effect on the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.
- 9) *Organizational citizenship behavior* positively and significantly affects the performance of employees of PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit.

The suggestions that can be given from the results of this study are as follows:

- 1) Organizational culture shows insignificant results to job satisfaction, *organizational citizenship behavior* and employee performance of PT PLN (Persero) Kalimantan Parent Unit, Power Plant Control Management Unit, organizational culture improvement in the environment of PT PLN (Persero) Kalimantan Parent Unit, Plant Control Management Unit should be followed up by creating an organizational culture starting from *thetop*.
- 2) Operationally some suggestions related to the culture of the organization that affects insignificant employees as a transformation *enabler* can do the following:
 - a. Employees should be able to create an organizational culture through work by promoting *good corporate governance*.
 - b. Employees should be able to create an organizational culture through working as an electricity supply company with excellent service.
 - c. Employees should be able to create an organizational culture through working responsibly, high accountability and *ownership* of tasks and targets.
 - d. Employees should be able to create an organizational culture through work by maintaining sound financial performance.
- 3) Pt PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit along with employees are expected to be able to continue to provide guidance to Employees, so that they can focus on achieving results in the work to build a positive organizational culture, so as to realize better employee performance in terms of paying attention to the functions of work that in turn can help improve the *performance* of the organization.
- 4) PT PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit is expected to improve the work culture oriented to the achievement of results in work for employees, so that such an atmosphere can create employee job satisfaction, which in turn employees feel more satisfied with the environment of colleagues and other employees.
- 5) PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit is expected to continue to make periodic improvements made together with Employees regarding optimization of employee competency achievement both individually and collectively in order to achieve organizational objectives.
- 6) Pt PLN (Persero) Kalimantan Main Unit, Power Control Management Unit is expected to have a better ability to cooperate with colleagues and superiors so, it is expected that *ocb behavior*, where employees contribute more to the wider interests in the work environment reflected through helping colleagues and other work team members.
- 7) PT PLN (Persero) Kalimantan Main Unit, Plant Control Management Unit is expected to improve competence in terms of decision-making ability in various conditions, so as to encourage employees' satisfaction with the environment of colleagues or other employees who have different types of work.
- 8) Employees as individuals as well as PLN (Persero) Kalimantan Main Unit, Power Plant Control Management Unit as an organization or company should be able to implement AKHLAK (Trust, Competent, Harminis, Loyal, Adaptive and Collaborative) so that the company's objectives can run in accordance with the vision and mission of the company.
- 9) The development of human resource research, especially with regard to job satisfaction and employee performance should be discussed thoroughly, it is expected that the next researcher with

the same research object is able to provide a more comprehensive discussion that will be useful in achieving overall performance optimization.

BIBLIOGRAPHY

- [1]. Abbas, A.R dan Azim, Z. (2012). The Link Between Workplace Spirituality, Organizational Citizenship Behavior And Job Performance In Iran. *A Journal of Economics and Management*. Vol.1 Issue 6, September 2012, ISSN 2278- 0629. pp. 51-67
- [2]. Abbas, Asad. Mudassar, Muhammad. (2013). Factors Contributing to Job Satisfaction for Workers in Pakistani Organization. *International Journal of Academic Research in Business and Social Sciences* January 2013, Vol. 3, No. 1 ISSN: 2222-6990
- [3]. Adkins, G., & Caldwell, D. (2004). Firm or subgroup culture: Where does fitting in matter most. *Journal of Organizational Behavior*, 25, 969–978.
- [4]. Ahdiyana, M. (2009). *OCB Dimensions in Organizational Performance*. Yogyakarta: FISE UNY.
- [5]. Akhbari, Maryam; Negar Tabesh; and Vahid Ghasemi, (2013), “Perceived Organizational Justice, Job Satisfaction, and OCB: How Do They Relate To Each Other”, *Journal of Basic and Applied Scientific Research*, Vol. 3, No. 7 pp. 512-523
- [6]. Aldag, R., and Reschke, W. (1997). *Employee Value Added: Measuring Discretionary Effort and Its Value*. Center for Organization Effectiveness, 1-8.
- [7]. Allison, B., Voss, R., and Huston, C. (2001). An Empirical Investigation of The Impact of SDB on The Relationship Between OCB and Individual Performance. *Organizational*, 1-8.
- [8]. Arif, Amnadan Chohan Aisha. (2012). How job satisfaction is influence the Organizational Citizenship Behaviour (OCB): a study on employees working in banking sector of Pakistan. *International Journal of Contemporary Research in Business* Vol.4, No.8.
- [9]. Ariyani, Mira. (2016). Organizational Citizenship Behavior (OCB) On Teachers Reviewed From Demographic Factors. *Journal of Psychological Research and Measurement*. Volume 6. Number two. October 2017.
- [10]. Armstrong, Michael and Baron, A. (1995). *Performance Management: The New Realities*, Institute of Personnel and Development, New York.
- [11]. Armstrong, Michael, (2000). *Human Resource Management, A Handbook of Human Resources Management*, Agus Dharma Translation. Jakarta, PT. Elex Media Komputindo
- [12]. Aslam Khan, Muhammad and Afzal, Hasan. (2010). Correlation between Antecedents of Organizational Citizenship Behavior and Organizations Performance In Contemporary Pakistani Organizations. *Interdisciplinary Journal Of Contemporary Research In Business*. Vol 1, No 11. pp. 178-190.
- [13]. Badawy, Tarek A. Reyes, Juana Cecilia Trujillo. Magdy, Mariam M. (2017). The Demographics’ Effects on Organizational Culture, Organizational Citizenship Behavior and Job Satisfaction: Evidence from Egypt and Mexico. <http://bmr.sciencedupress.com> *Business and Management Research* Vol. 6, No. 1; 2017. Auburn University at Montgomery, Alabama, USA Universidad de las Américas Puebla, Mexico German University in Cairo, Egypt.
- [14]. Baron, R. A., and Greenberg, J. (1990). *Behavior in Organization: Understanding and Managing the Human Side of Work* Third Edition ed.. Toronto: Allyn and Bacon.
- [15]. Bateman, T. S. & Organ, D. W. (2012). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship.” *Academy of Management Journal*, 26, 587- 595
- [16]. Bernardin, and Russel. (2010). *Human Resources Management*. New York: Mc Graw Hill.
- [17]. Bogner, W.C. and H. Thomas. (2014). *Core Competences and Competitive Advantage: A Model and Illustrative Evidence from Pharmaceutical Industry*, in Hamel, G. and W. Heene (Eds.), *Competences-based Competition*, New York: John Wiley and Sons.
- [18]. Boyatzis, R. E. (1982). *The Competent Manager. A Model for Effective Performance*. Jhon Wiley and Sons. USA
- [19]. Bradley, Steve. Anh Ngoc Nguyen, Jim Taylor. (2003). Job autonomy and job satisfaction: new evidence. publication at: <https://www.researchgate.net/publication/5161837>
- [20]. Brouwers, Andre. Tomic, Welko. (2000). A longitudinal study of teacher burnout and perceived self-efficacy in classroom management. *Teaching and Teacher Education* 16 (2000) 239}253
- [21]. Budiman, Arif. Anantadjaya, Samuel PD. Prasetyawati, Dea. (2014). Does Job Satisfaction Influence Organizational Citizenship Behavior? An Empirical Study in Selected 4-Star Hotels in Jakarta, Indonesia. *Rev. Integr. Bus. Econ. Res.* Vol 3(1) *Review of Integrative Business & Economics Research*.
- [22]. Burns, Nancy. and Grove, Susan K. (1993). *The Practice of Nursing Research Conduct, Critique and Utilization*. Harcourt Brace Jovanovich, Inc. USA.
- [23]. Caprara, Gian Vittorio. Barbaranelli, Caludio. Borgogni, Laura. Steca, Patrizia. Efficacy Beliefs as Determinants of Teachers' Job Satisfaction. *Journal of Educational Psychology* 95 (4):821-832 · December 2003
- [24]. Colquitt, J. A. (2009). *Organization Behavior: Improving performance and commitment in the workplace*. New York : McGraw-Hill Irwin.
- [25]. Cornelius, Trihendradi. (2002). *Human Resource Management*. CV Andi Offset. Yogyakarta.
- [26]. Crossman, A. and B. Abou-Zaki. (2003). Job Satisfaction and Employee Performance of Lebanese Banking Staff, *Journal of Managerial Psychology*, Vol.18, No.4, pg. 368-376
- [27]. Daft, Richard L. and Marcic Dorothy. (2006). *Understanding Management Fifth Edition*. Thomson Learning, Inc. USA.
- [28]. Davis, F. W. (2011). Job Satisfaction and Stress. *Journal of Physical Education, Recreation, and Dance*, 52, pp.37–38.
- [29]. Denison, D. R. (2006). *Corporate Culture and Organizational Effectiveness*. United State of America.
- [30]. Depkes RI. (1994). *Standard Equipment, Space and Hospital Personnel*. Director General Yanmed. Jakarta.
- [31]. Dessler, G. (2000). *Human Resources Management 7th Edition ed.*. New Jersey: Prentice Hall, Inc.
- [32]. Dio’s, Martin. (2003). *Emotional Quality Management*. Jakarta: Arga.
- [33]. Dyne, L., and Soon, A. (1998). Organizational Citizenship Behavior of Contingent Workers in Singapore. *The Academy of Management Journal*, Vol. 41, No. 6. Dec., 1998, 692-703.
- [34]. Ebert, Ronald J. Griffin, Ricky W. (2015). *Volume 1. Eighth Edition*. Jakarta: Erlangga.
- [35]. Ebrahimpour, Habib. Zahed, Adel. Sepehri, Ali Khaleghkhah Mohammad Bager. (2011). A survey relation between organizational culture and organizational citizenship behavior. *Ersavir. Procediam Social and Behavioral Sciences* 30 (2011) 1920 – 1925
- [36]. Egan, T. M., Yang, B., & Bartlett, K. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15, 279–301.
- [37]. Eoh, Jeny. (2001). *Dissertation. Influence of Company Culture, Management Style and Team Development on Employee Performance*. University of Indonesia, Jakarta.
- [38]. Ersoy, N.C. (2010). Organizational Citizenship Behavior and Counterproductive Work Behavior: Cross-cultural comparisons between Turkey and the Netherlands. *Erasmus University, Rotterdam*

- [39]. Farhan, M., and Niaz, A. (2012). Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes. *Interdisciplinary Journal of Contemporary Research In Business*, Vol 3, No 9, 1447-1455.
- [40]. Flippo, Edwin B.(2005). *Sixth Edition Personnel Management*. Translation of Alponso S.Raja Grafindo. Jakarta.
- [41]. Fubrin. (2002). *On the Differences between public and private sector innovation*. Oslo: NIFU STEP
- [42]. Garavan, T. N. and D. McGuire. (2001). Competencies and Work-place Learning: Some Reflections on the Retoric and the Reality. *Journal of Workplace Learning* 13(4): 144- 154.
- [43]. Gefen D., Straub D.W., and Boudreau M. (2000). *Structural Equation Modeling Techniques and Regression: Guidelines For Research Practice*. Communications of AIS, Vol. 4, No. 7.
- [44]. Gibson, I.(2008). *The organization*. Translation: Agus Dharma. Jakarta: Binarupa Aksara.
- [45]. Gillies, Dee Ann. (1994). *Nursing Management A Systems Approach*. Third Edition, A Division of Harcourt Brace and Company. USA.
- [46]. Grant, R. M. (2008). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17: 109
- [47]. Greenglass, E. R., & Burke, R. J. (2003). Teacher stress. In M. F. Dollard, A. H. Winefield, & H. R. Winefield (Eds.), *Occupational stress in the service professions* (pp. 213–236). New York: Taylor & Francis.
- [48]. Griffin, EM. (2013). *A First Look at Communication Theory: Eight Edition*. McGraw Hill. New York.
- [49]. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling*. 2nd Ed. Thousand Oaks: Sage.
- [50]. Hair, Jr., Joseph F., et. al. (2011). *Multivariate Data Analysis*. Fifth Edition. New Jersey: PrenticeHall, Inc.
- [51]. Halmard, George, (2008). *Development of HRM in Work*. Published by John Wiley and Sons, New York.
- [52]. Hans, James, (2007). *Human Resources Management*. Ninth Edition, Upper Saddle River, Prentice Hall, New Jersey.
- [53]. Hermawan. (2009). *The Impacts of Transformational Leadership Style, Organizational Environment and Organizational Culture on Employees' Performance: A Study at STKIP Muhammadiyah Sorong West Papua Province of Indonesia*. Public Policy and Administration Research. ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.3, No.12, 2013. Pp. 94-103.
- [54]. Herzberg, (2011). *The Motivation to Work*. New York: John Willey and Sons
- [55]. Hidayah, Siti. Hartono. (2018). Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance. *Jurnal Dinamika Manajemen*, 9 (2) 2018, 170-178 <http://jdm.unnes.ac.id>
- [56]. Ilham Thaiefi. (2016). Effect of Training, Compensation and Work Discipline against Employee Job Performance. *Review of European Studies*; Vol. 7, No. 11; 2015 ISSN 1918-7173 E-ISSN 1918-7181 Published by Canadian Center of Science and Education
- [57]. Irwan. (2018). Analysis of Organizational Culture, Competence and Work Motivation: The Effect on Satisfaction and Performance of Government Employees of Parepare. *RJOAS*, 2(74), February 2018 148 DOI <https://doi.org/10.18551/rjoas.2018-02.16>
- [58]. Ivancevich, John M. (2001). *Human Resource Management*. Eight Edition, New York: McGraw Hill
- [59]. Jagannath, M., and Bhabani. (2012). Influence of Organizational Culture on Organizational Citizenship Behavior: A Three-Sector Study. *Global Journal Of Business Research*, Volume 6,No. 1, 68-76.
- [60]. Jahangir, N. (2004). Organizational Citizenship Behavior: Its Nature And Antecedents. *BRAC University Journal*, vol. I, no. 2, 2004, pp. 75-85
- [61]. Jerry, Banks. (1989). *Priciples of Qualities Control*. John Wiley and Sons. Singapore.
- [62]. Johnson, A. (2008). *The Influence of Need for Achievement, Need for Affiliation, Leadership Support, and Organizational Culture on Organizational Citizenship Behavior*. Dissertation. Tidak diterbitkan. Organizational Psychology Division, Los Angeles Alliant International University
- [63]. Johnson, J. J., & McIntyre, C. L. (1998). Organizational culture and climate correlates of job satisfaction. *Psychological Reports*, 82, 843–850
- [64]. Jusmin, Ahmad, Syahnur Said, Muh Jobhaar Bima, and Roslina Alam. (2016). Specific Determinants of Work Motivation, Competence, Organizational Climate, Job Satisfaction and Individual Performance: A Study among Lecturers. *Journal of Business and Management Sciences* 4, no. 3 (2016): 53-59.
- [65]. Kar, D.P and Tewari, H.R. (1999). Organizational Culture and Organizational Citizenship Behavior. *Indian Journal of Industrial Relations*. VI. 34. No. 4. April. 421-433.
- [66]. Kreitner, R., and Kinicki, A. (2008). *Organization Behaviour*. New York:McGraw-Hill Higher Education.
- [67]. Kristensen, M, Nielsen JJ, (2004). Satisfaction and Human. . *Journal of Physiology*.
- [68]. Kwan, Ho Kwong. (2006). The Role of Citizenship Behavior in Personal Learning and Work–Family Enrichment. *Frontiers of Business Research in China*. 5(1): 96–120 DOI 10.1007/s11782-011-0123-6
- [69]. Lawler III, Edward E, dan Porter, Lyman W. (1967). The Effect of Performance on Job Satisfaction. *Industrial Relation*.
- [70]. Lee, U.H, Hye Kyoung Kim and Young Hyung Kim. (2013). Determinants of Organizational Citizenship Behavior and Its Outcomes. *Global Business and Management Research: An International Journal*. Vol. 5, No. 1, 2013 pp. 54-65
- [71]. Lee, M. & Koh, J. (2001). Is empowering really a new concept? *Journal of Human Resource Management*, 12(4), 684-95.
- [72]. Ley, Tobias, Dietrich Albert and Stefanie Lindstaedt. (2007). *Competency Management Using The Competence Performance Approach: Modeling, Assessment, Validation, And Use*. [http:// www.ideagroup.com](http://www.ideagroup.com).
- [73]. Locke, E.A. (1997). *The Essence of Leadership, The Four Keys to Leading Succesfully*. Maxwell Macmillan International. New York.
- [74]. Loveridge, C.E., and Cumming, S.H. (1996). *Nursing Management in The New Paradigm*, Gaithersburg, MD: An Aspen Publication.
- [75]. Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18, 219–236
- [76]. Luthans, F. (2002). *Organizations Behavior*. New York:McGraw Hill International: John E. Biernat.
- [77]. Luthans, F. (2006). *Organizational Behavior Indonesian Edition ed.. d. Dubbed V.A Yuwono, Penyunt*. Yogyakarta: Andi Offset.
- [78]. MacIntosh, E., & Doherty, A. (2005). Leader intentions and employee perceptions of organizational culture in a private fitness corporation. *European Sport Management Quarterly*, 5(1), 1–22.
- [79]. Malone, Thomas. (2006). *Do Some Business Models Perform Better than Others?* MIT Sloan School of Management MIT Sloan Working Paper 4615-06 May 2006
- [80]. Martinez, R. N. (2013). *Impact of Team Citizenship Behaviors On Performance In Women's Sports Teams*. Dissertation. Not Published. Program in Social psychology. Loyola University Chicago.
- [81]. Mathieu, J. and Zajac, D. (1990). "A review of meta-analysis of the antecedents, correlates and consequences of organizational commitment", *Psychological Bulletin*, Vol. 108 No. 2, pp. 171-94
- [82]. Mathis, R., and Jackson, H. (2006). *Human Resource Management*. Book I. Translator Sadeli and Bayu Jakarta: Salemba Empat.
- [83]. Mc. Clelland, D. C. (1997). *Human motivation*. Glenview, IL: Scott, Foresman.

- [84]. McCormick, Earnest J. and Tiffin, (2010). Human Resource Management, PrenticeHall, Singapore.
- [85]. Mehboob, Farhan. Bhutto, Niaz A. (2012). Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes. *Interdisciplinary Journal of Contemporary Research in Business* Copy Right © 2012 Institute of Interdisciplinary Business Research 1447 JANUARY 2012 VOL 3, NO 9
- [86]. Michael, S. (2011). Including Organizational Citizenship Behavior in Performance Evaluations: An Investigation of Employee Reactions. *International Journal of Business and Management*, Vol. 6, No. 10; October 2011, 1-9.
- [87]. Mitrani, A., Dalziel, M., and Fitt, D. (1995). Competency Based Human Resource Management. Hay Group
- [88]. Moorhead, G and Griffin, R.W. (2013). *Organizational Behavior: Human Resource Management and Organization*. Issue 9. Jakarta: Publisher Salemba Empat.
- [89]. Moorman, R.H. (1991). "Relationship Between Organizational Justice and Organizational Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship?" *Journal of Applied Psychology*, 845-855.
- [90]. Msoroka, M. (2011). Organizational Culture: Its implications to educational Institutions. Retrieved from <http://www.grin.com/en/e-book/188059/organizational-culture-its-implications-to-educational-institutions>
- [91]. Muzakki, Eliyana, Anis. Muhtadi, Ridan. (2019). Is Employee Performance Affected by Organizational Cuoture, Work Motivation and Organizational Citizenship Behavior (OCB), An Empirical Investigation. (*International Journal of Integrated Education, Engineering and Business*) Volume 1 Number 1 March 2019 ISSN: 2615-2312 (ONLINE) ISS: 2615-1596 (PRINTED)
- [92]. Nadler, D. (1979). *Managing of Organization Behavior*. Boston, Toronto: Little Brown and Company.
- [93]. Newstrom, J. W. (2007). *Organization Behavior : Human Behavior at work*. New York : McGraw-Hill.
- [94]. Newstrom, J.W dan Davis, K. (2007). *Organizational Behavior: Human Human Behavior at work*. New York : McGraw-Hill.
- [95]. Nielsen, Tjai M. Hrivnak, George A. Shaw, Megan. (2009). *Organizational Citizenship Behavior and Performance*. Small Group Research Volume 40 Number 5 October 2009 555-577 © 2009 The Author(s) 10.1177/1046496409339630
- [96]. Oemar, John. (2013). Influence of organizational culture, work capability and organizational commitment to Organizational Citizenship Behavior (OCB) of employees at BAPPEDA Pekanbaru City. Pekanbaru: Faculty of Economics, Riau University.
- [97]. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- [98]. Ozturk, F. (2010) *Determinants of Organizational Citizenship Behavior Among Knowledge Workers: The Role Of Job Characteristics, Job Satisfaction, And Organizational Commitment*. Thesis. Not Published. The Degree of Master of Business Administration.
- [99]. Palagia, M., Brasit, N., and Amar, M. (2010). Remuneration, Motivation and Job Satisfaction and Employee Performance. *Journal of Management*, 1-10.
- [100]. Phoobe, French and Steband, Newer, (2007). *Organization Management*. Published by Library State, California.
- [101]. Podsakof, P., Mackenzie, S., and Bommer, W. (1996). Transformational Leader Behaviors and Substitutes for Leadership as Determinant of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behavior. *Journal of Management*, Vol.22, No.22, 259-298.
- [102]. Purnama, Chamdan. (2013). Influence Analysis of Organizational Culture Organizational Commitment Job and Satisfaction Organizational Citizenship Behavior (OCB) Toward Improved Organizational Performance. *International Journal of Business, Humanities and Technology* Vol. 3 No. 5; May 2013
- [103]. Pynes, Joan E. (2013). *Human Resources Management for Public and Nonprofit Organizations*. John Wiley and Sons, Inc San Francisco California. USA.
- [104]. Qamariah, Inneke and Fadli. (2011). Effect of Employee Planning and Competency on Employee Performance at PT. Indonesia Asahan Aluminium Kuala Tanjung. *Journal of Economics*, 14(2): h:63-73
- [105]. Rahmawati, Andi. (2017). Effect of competence on organizational citizenship behavior and performance management: The impact on organizational effectiveness. *The International Journal of Engineering and Science (IJES)* || Volume || 6 || Issue || 11 || Pages || PP 74-85 || 2017 || ISSN (e): 2319 – 1813 ISSN (p): 2319 – 1805
- [106]. Rebecca, Maya Cynthia. (2012). Influence of Human Resources Competency on The Quality of Public Services in Ade Mohammad Djoen Sintang Regional General Hospital. *Journal of The University of Tanjungpura*. Pontianak.
- [107]. Renyut, Bernard C. H. Basri Modding. Jobhar Bima. St. Sukmawati. (2017). The effect of organizational commitment, competence on Job satisfaction and employee performance in Maluku Governor's Office. *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 19, Issue 11. Ver.III (November. 2017), PP 18-29 www.iosrjournals.org
- [108]. Robbins, S.P. (2001). *Organizational Behavior: Concept, Controversies, Applications* Issue 8: Indonesian Edition ed.. Jakarta: PT. Gramedia Group Index.
- [109]. Robbins, S.P.(2008). *Organizational Behavior: Concept, Controversies, Applications* Issue 8: Indonesian Edition Translation: Diana Angelica and Ria Cahyani. Jakarta: PT. Gramedia Group Index.
- [110]. Robbins, S. P., and Judge T. A, M. (2015). *Organizational Behavior*. Translators: Ratna Saraswati and Febriella Sirait. Pearson Education, Inc. New Jersey Authirozed Translation Salemba Four. Jakarta.
- [111]. Robbins, S.P and Coulter, M (2009). *Management*, Eighth Edition, Vol. 1. Translation: Harry Slamet and Ernawati Lestari. Jakarta : PT. Index
- [112]. Rochmania, N. 2012. Relationship Between Job Satisfaction With Organizational Citizenship Behavior OCB Study on Employees of PT. Bank Jatim Malang Branch. <http://elibrary.uib.ac.id/handle/123456789/33240>
- [113]. Rogga, Kirk L. (2001). Human Resources Practices, Organizational Climate and Employee Satisfaction, *Academy of Management Review*, July, 619 – 644.
- [114]. Saputra, Pranama. Sudiro, Achmad. Irawanto, Dodi W. (2018). Job Satisfaction in Compensation, Environment, Discipline, And Performance: Evidence from Indonesia Higher Education. *Management and Economics Journal* E-ISSN: 2598-9537 P-ISSN: 2599-3402 Journal Home Page: <http://ejournal.uin-malang.ac.id/index.php/mec> Volume 2 Issue 3, December 2018
- [115]. Sashkin, M. (2003). *An Empirical Investigation of the Interrelationships of Organizational Culture, Managerial Values, and Organizational Citizenship Behaviors*. Dissertation. Tidak diterbitkan. School of Education and Human Development of The George Washington University
- [116]. Schein, E. H. (2002). *Organizational Culture and Leadership*. Jossey, Bass, San Fransisco.
- [117]. Schermerhorn, J. (2010). *Managing Organizational Behavior*. New Jersey: John Willey and Sons, Inc.
- [118]. Schuler, R., and Jackson, S. (1999). *Human Resource Management: Positioning for the 21st century*. Minneapolis: West Pub.Co.
- [119]. Shafiq, Sumaiya. (2017). The Effect of Training and Development On Employee Performance In Private Company, Malaysia. *International Journal of Education, Learning and Training* Vol. 2 (No.2), November 2017 ISSN: 2289-6694 DOI: 24924/ijelt/2017.04/v2.iss2/42.56

- [120]. Shahzad, Fakhar. Luqman, Adeel. (2012). Impact of Organizational Culture on Organizational Performance: An Overview. *Interdisciplinary Journal of Contemporary Research in Business* 2012 Institute of Interdisciplinary Business Research 975 January 2012 VOL 3, NO 9
- [121]. Shaiful, Annuar Khalid and Hasan Ali, (2015), Self and Superior Ratings of Organizational Citizenship Behaviour: Are There Differences In the Sources Ratings, *The International Journal of Educational Management*, Vol. 4, pp. 147-153
- [122]. Shokrkon, H dan A. Naami, (2009). "The Relationship of Job Satisfaction with Organizational Citizenship Behaviour (OCB) and Job Performance in Ahvas Factory Workers", *Journal of Education and Psychology*. Volume 3 Nomor 2 hal 39-52.
- [123]. Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25, 592-599.
- [124]. Spencer, L. and Spencer, S. (1993). *Competence at Work: Models for Superior Performance*. New York: John Wiley and Sons, Inc
- [125]. Sriwidodo, Untung and Agus Budhi Haryanto. (2010). Influence of Competence, Motivation, Communication and Welfare on The Performance of Education Office Employees. *Journal of Human Resource Management*, 4(1): h:47-57
- [126]. Stone, Raymond J. (2005). *Human Resources Management*. Fifth Edition. Australia, Willey.
- [127]. Sumarto dan Subroto, A. (2011). Organizational Culture and Leadership Role for Improving Organizational Performance: Automotive Components Industry In Indonesia. *International Journal of Innovation Management and Technology*, Vol. 2, No. 5, October 2011. Pp. 383-389.
- [128]. Sunadji, Eka Afnan Troena, Surachman dan Armanu. (2013). The Role of Organizational Culture, Leadership, Communication, and Job Satisfaction on Employee Performance (Study on Public Enterprise of Water Reseorce Management of Ministry State-Owned Enterprise). *International Journal of Business and Behavioral Sciences*. Vol. 3, No.2; February 2013. Pp. 34-42.
- [129]. Suprpto. (2009). Influence of Competence And Motivation On Employee Performance With Satisfaction As Moderating Variables. *Excellent*, 1(1): h:1-19
- [130]. Suwibawa, Anom. Agung, Anak Agung Putu. Sapta, I Ketut Setia. (2018). Effect of Organizational Culture and Organizational Commitment to Employee Performance through Organizational Citizenship Behavior (OCB) as Intervening Variables. *International Journal of Contemporary Research and Review* ISSN 0976-4852 August, 2018| Volume 09| Issue 08| *International Journal of Contemporary Research and Review*, Section: Management and Economics
- [131]. Tarek A. El Badawy. Juana Cecilia Trujillo-Reyes. (2017). The Demographics' Effects on Organizational Culture, Organizational Citizenship Behavior and Job Satisfaction: Evidence from Egypt and Mexico. *Business and Management Research* Vol. 6, No. 1; 2017
- [132]. Thomas, D. C., and Inkson, K. (2004). *Culture Intelligence*. San Fransisco: Berrett-Koehler Publisher Inc.
- [133]. Tosi, H. L., Mero, N. P., & Rizzo, J. R. (2011). *Managing Organizational Behavior* (4th Edition). Oxford: Blackwell Publishers Ltd.
- [134]. Tremblay. (2000). The Measurement and Antecedents of Turnover Intentions among IT Professionals, (online).
- [135]. Trivellas, Kakkos, Blanas, Santouridis. (2015). Demography and diversity in organizations: a review of 40 years of research. In: Staw BM, Cummings LL, editors. *Research in organizational behavior*, Vol. 20. Greenwich: JAI Press
- [136]. Vecchio, R. P. (2006). *Organizational Behavior: Core Concepts*, 6th edition. South Western: Thomson.
- [137]. Victor, T. (2002). *Changing Your Corporate Culture*. Singapore : Times Books International.
- [138]. Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota Satisfaction Questionnaire. *Minnesota Studies in Vocational Rehabilitation*, 22, 120.
- [139]. Werther, W., and Davis, K. (1996). *Human Resources and Personal Management*. New York: McGraw Hill. Inc.
- [140]. Wexley, Kenneth N and Gary A. Yukl. (2011). *Organizational Behavior And Psychologists*. Jakarta : Indices
- [141]. Winanti, M.B. (2011). Effect of Competency on Employee Performance (Survey on PT. Frisian Flag Indonesia Wiayah West Java). *UNIKOM Scientific Magazine* Vol. 7 No. 2, 249- 267.
- [142]. Yasa, Putu Ngunrah Suyatna. Suandra, Yasa Ketut. (2017). The Influence of Job Satisfaction on Organizational Citizenship Behavior through the Mediation of Organizational Commitment (A Case Study in the Westin Resort Nusa Dua, Bali). *Journal of Law, Policy and Globalization* www.iiste.org ISSN 2224-3240 (Paper) ISSN 2224-3259 (Online) Vol.57, 2017.
- [143]. Yukl, Garry. (2007). *Leadership in the Organization*. Fifth Edition. Jakarta: Indices
- [144]. Yunus Handoko, Margono Setiawan, Surachman dan Djumahir. (2014). Organizational Culture, Job Satisfaction, Organizational Commitment, the Effect on Lecturer Performance. *International Journal of Business and Management Invention* ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X www.ijbmi.org Volume 2 Issue 12, December. 201X, PP.21-30.
- [145]. Zaim, Halil. (2013). Analyzing the Effects of Individual Competencies On Performance: A Field Study In Services Industries In Turkey. publication at: [https:// www.researchgate.net/ publication/ 292674651](https://www.researchgate.net/publication/292674651)
- [146]. Zhang, Xiaoxia. Li, Bing. (2013). Organizational Culture and Employee Satisfaction: An Exploratory Study. *International Journal of Trade, Economics and Finance* vol.4, no.1, pp. 48-54

Untung Budi Widodo, et. al. "Influence of Organizational Culture And Competence On Job Satisfaction And Organizational Citizenship Behavior And Employee Performance PT PLN (Persero) Parent Unit of Kalimantan Mahakam Plant Control Management Unit." *International Journal of Business and Management Invention (IJBMI)*, vol. 10(05), 2021, pp. 20-35. Journal DOI- 10.35629/8028