

The Impact of Organizational Culture Towards Organizational Citizenship Behavior Through Job Satisfaction and Competency Among Online Media Employees

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ABSTRACT

The objective of this research is to identify whether the organizational culture becomes the correct foundation to increase organizational citizenship behavior with work satisfaction and competency. This research is expected to become a reference for the next research about the impact of organizational culture on organizational citizenship behavior based on work satisfaction and competency. On top of that, this research is expected to provide valuable information so it can become a base study or consideration for a company, especially in the media industry to effectively manage its human resources. Media industry have a unique character because they give freedom to their employee to make them get used to multitasking. Therefore, it needed support from an external factor which is to create a good organizational culture that will create work satisfaction and develop competencies as well as improve OCB behavior among employees. This research is conducted by using questioners with 245 respondents that work in online media from December to January 2020. The data has been analyzed by using Structural Equation Model (SEM). The result of this research shows that there is a relationship between organizational culture the work satisfaction among the employee of the online media industry. Furthermore, there is a relationship between organizational culture towards employee competency in the online media industry and it also shows a relation between work satisfaction towards organizational citizenship behavior in online media industry employees. Lastly, the result also shows a relation between competency towards organization citizenship behavior in online media industry employees. On the other hand, work satisfaction and competency also mediate the relation between organizational culture and organizational citizenship behavior.

Keywords: organizational culture; job satisfaction; competency; organizational citizenship behaviour; online media.

History Article _____ *Recieved: 2021-04-21* *Revised: 2021-04-26* *Accepted: 2021-05-05*
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INTRODUCTION

To survive, compete, and grow in this high competition globalization era, organizations are forced to create a change and adjustment. This adjustment is needed

to make a better future for the organization's success. One of the important aspects that become the main focus for the organization in today's competition lies in human resources. Trisia and Sakapurnama (2016) say that human resource is an asset of the company and its existence is very important and affect country's economic growth. Firmansyah, Christiananta, and Ellitan (2014) also stated that to gain success, organizations need a human resource that has a good working performance.

One of the efforts that a can company do to increase performance is to create organizational citizenship behavior (OCB) for the individual inside the organization. Anindita and Prastyani (2019) said OCB can affect performance. OCB can be interpreted as a unique aspect from Individual activity towards their work. Ferdus and Kabir (2018) said that an organization will not succeed without OCB behavior from each of the organization members. Robbins and Judge (2013) added that an organization will be considered a success when its human resource wants to do extra work outside their responsibility or their main task. For example, the desire of working together and helping each other inside the organization as well as giving extra service and advice and use their working time effectively are the behavior that can bring the organization toward success from its human resource and this behavior is called Organizational Citizenship Behaviour or OCB.

Based on Siders, George, and Dharwadkar (2001) 2 main factors affect the increase of OCB. First, external factors from the employee like organization culture, system management, and leadership. Second, internal factors from each employee such as commitment, positive behavior as well as competency. Based on that, it can be concluded that OCB can increase organizational performance through several factors such as organizational culture, work satisfaction, and competency.

Robbins and Judge (2013) stated individuals that who have satisfaction in working tend to talk positively about their organization, want to help each other, and show a better work performance than their work standard. This statement is backed by Prasetyo, Siregar, and Luturlean (2015) that say there is a positive and significant relationship between work satisfaction and OCB towards employees in electric supplier company's employees in Indonesia. The same opinion was also stated by Ramadhan, Saudi, and Yenni (2018) that work satisfaction

has a positive and significant relation towards OCB. The research that conducted to the employees of consultant company in Indonesia shows that the higher work satisfaction will show a huge potential of having a higher OCB. In conclusion, work satisfaction plays an important role to determine OCB, not only to satisfy each individual but also to increase OCB (Hemakumara, Khatibi, and Johar, 2018).

Another factor that can influence OCB is competency. Rahmawati (2017) stated that with the support from every individual competency or the psychologically safe environment, the organization will develop trust and honest relation between the individual, and this will result in the increase of interpersonal competency, group cooperation, flexibility, and its kind that will increase organization effectivity. Mathis and Jackson (2008) stated that knowledge, skills, and OCB will complete each other to make an employee do their work effectively.

Therefore, Individual that has competency will show OCB. This behavior showed through helping each other in the organization whether its co-worker or superior as well as the organization itself, in solving the problem to reach a goal that is aimed by the organization. Kurniawan, Brahmasari, and Ratih (2016) see that competency which is showed by the nurse in Indonesian government hospital significantly affects OCB. Including Rijanti, Indriyaningrum, Suharmanto, and Utami (2018) said that employee competency in a data management company in Indonesia has a positive and significant effect on OCB.

Both of the internal factors which are work satisfaction and competency need support from the external factor which is organizational culture. Organizational culture has a strong relation with things that happen inside the organization which is the work condition, leader, characteristic, and regulation that applied inside the organization. Luthans (2012) stated that organizational culture is a norm and value that become an instruction for an individual inside the organization. With that, it can be said organizational culture is a pattern of habit and organization value that has been embraced, understood, and practiced by the organization. So, that pattern will have its meaning and become a base for behavior regulation inside the organization. Arumi, Aldrin, and Murti (2019) said that culture formed by the interaction between people as well as the behavior of a leader and structure, routine, law, and norms in the society.

Firmansyah et al. (2014) also said that every organization needs to understand what they need to become better.

According to Robbins and Coulter (2012) organizations that have a strong culture will affect the increase of job satisfaction and vice versa. An employee that satisfied will give a positive attitude towards their job. Job satisfaction will create comfort between the individual to carry out their work. This statement is supported by Soryani, Syah, and Raras (2018) that say organizational culture significantly affects work satisfaction in an Indonesian garment company. A good organizational culture will have a positive impact on work satisfaction including Kurniawan et al. (2016) that stated organizational culture has a dominant impact on work satisfaction to the nurses in an Indonesian government hospital.

On the other hand, an organizational culture that is well implemented by one organization might become moral guidelines for all the individuals inside the organization itself. This will become a stimulus of satisfaction among the employee that will lead to enhance individual creativity among the individual or group so they can develop their competencies (Paus, 2018). Rijanti et al. (2018) said individual that has grown in their competency means that particular individual has a better motivation to work, have a positive mind, a good self-concept, and can increase their knowledge and skills that related to their work as their competency. Sungadi (2018) stated that organizational culture has a positive and significant relationship in the Indonesian education industry. This statement also backed by Paus (2018) that use employee in the education industry as his research object and the result shows there is a relationship between organizational culture and competency.

However, based on past research, for example, Soryani et al. (2018) researched the garment industry that located in Banten; Kurniawan et al. (2016) health industry nurses in Sulawesi; Prasetyo et al. (2015) electric supplier employee in Indonesia; Ramadhan et al. (2018) that researched service industry; Sungadi (2018) and Paus (2018) on education industry; Rijanti et al. (2018) on employees in data management, Indonesia; Arumi et al. (2019) that researched the automotive industry; as well as Trisia and Sakapurnama (2016) on the public transportation industry, none of them did a research based on the online media industry. Based on those facts, the researcher is interested to research the online media industry because it's a creative industry that

will always grow and innovate along with the technology development and the need for information. Mass media industry also, in general, have a fast-paced workflow that makes its worker need to be more aggressive towards information. Not only that, human resources that are needed by an organization often required to be able to multitask in their work. Based on several points, organizations need to create a comfortable environment for their staff with a good work culture to create OCB. On top of that, as of today, no research study about organization culture, work satisfaction, competency, and OCB along with research model that been used in this research. With that in mind, this research can become a useful information in order to broaden and develop new variable from the past research. Because of that, all of the gaps mentioned before shows that this research is different that the other past research.

This research is conducted to identify whether organizational culture can become a correct base to increase Organizational Citizenship Behaviour using work satisfaction and competency. This research is expected to become a reference for the next study about organization culture towards organizational citizenship behavior using work satisfaction and competency as well as provide information as basic consideration for an organization to effectively manage their human resource.

LITERATURE REVIEW

Organization Culture

There is no specific definition of organizational culture itself. Schein stated that organizational culture is a pattern of habit that can be learned and applied by a group. The pattern can be used to resolve a problem within the organization for example the problem with external adaptation and internal integration. The pattern of the habit itself is also proven and valid so it can be used by the newcomer so they can overcome their problem by see, think, and feel the problem with ease (Tharp, 2009).

Furthermore, Andrew (2015) defines organizational culture as a belief, behavior, and value that has been held by an organization. To keep it simple, organizational culture is a behavior that is allowed to be done. Meanwhile, Abu-jarad, Yusof, and Nikbin (2010) said that culture is a combination of several mindsets that separate a

particular organization from the other organization including their belief, value, and practice that define them.

Job Satisfaction

Work satisfaction is one of the important factors to the growth of the organization. The understanding of work satisfaction itself is already well explained by the experts. With that, it can be said that there no exact definition of work satisfaction. D.Thiagaraj and Thangaswamy (2015) explained that work satisfaction is a combination of psychological condition, physiology, and environment that lead people to be honest with their feeling of satisfaction in their job. The same opinion also stated by aziri (2011) that work satisfaction is a combination of positive and negative feeling from a worker towards their job. In this approach, work satisfaction is closely related to individual behavior in their work environment.

In the same journal, the definition of work satisfaction by Spector has a relation with the feeling of a worker towards their job aspect (Nurdiansyah, Mariam, Ameido, Ramli, 2020). This has a connection with how far an individual appreciates their job. That is why work satisfaction or dissatisfaction appears in any working situation (aziri, 2011). With several points that have been explained, can be concluded that work satisfaction is behavior from each individual towards their job whether is positive or negative.

Competency

The basic characteristic of a worker to show their true potential is by using their competency. Armstrong (2006) defines competency as a capacity inside an individual that has relation with their behavior towards the job expectation inside the organization environment parameter and resulting with a success.

Meanwhile, according to Chouhan and Srivastava (2014) competency is a basic characteristic of an individual towards the criteria of effective performance in the work situation. Another opinion comes from Rankin (2002) and Armstrong (2006) that illustrate competency as the definition of skills and staff behavior that expected by the organization to be applied in their work. Rankin also explains that competency is the

practice of performance that can conclude both the work result and individual behavior in terms of their work. Each one of the employees inside the organization can understand the understanding of competency. With that in mind, competency gives a general description and universal to explain the performance expectation in many contexts.

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour or OCB is a part of organizational behavior. Some of the studies have shown that OCB has a positive impact on the success of an organization in terms of their increased productivity, enhance performance and stability, staff recruitment, and the ability to adapt to the change of work environment (Tambe and Meera, 2014).

According to Hansen and Roll (2016) OCB is a behavior that is done voluntarily and freely by the employee to promote the organization's effectiveness but, not explicitly accepted by the award system. The term "freely" here means that the behavior is done by every individual preference. It's not written formally in the organization regulations and it is not attached with any reward.

Meanwhile, Veličkovska (2017) defines OCB as an informal behavior that is done and showed by an employee inside the organization. Kumari and Thapliyal (2017) also stated that OCB is participating in informal activity or action outside the work description that still profit the organization as a whole. With many definitions of Organizational Citizenship Behaviour or OCB before, it can be concluded that OCB can illustrate the characteristic features of cooperative, care, and potential employee. It also can be concluded that OCB is an employee contribution by their action that is based on their preference to participate in an activity outside the work description that still profits the organization.

Hypotheses

Organization Culture Towards Work Satisfaction

Davoodalmousavi (2013) said that work satisfaction is influenced by several factors which are good working conditions, a fair salary, extra allowance/benefits, challenging task, good colleagues, leader, and manager that meet the expectation of the individual. In Asiedu (2015) assessment about how satisfied employees' towards their job can be seen based on the strong culture of the organization. According to the past research conducted by Ahamed and Mahmood (2015), stated that organizational culture has a positive and significant impact on work satisfaction. On various research from Chipunza and Malo (2017); Soryani et al. (2018); and Abiodun and Olu-Abiodun (2017) also stated that there is a positive and significant impact between organizational culture and work satisfaction. Based on the several research above, the writer proposes the first hypothesis as follows:

H₁: *A Stronger organizational culture will improve work satisfaction.*

Organization Culture Towards Competency

Culture is one of the important factors to increase the effectiveness of an organization. Yamali (2018) stated that organizational culture is important because it considered as values that become guidelines, assumption, knowledge, and norms that shared among the individual inside the organization and have been taught to new members as a correct value. Moreover, Birinci and Yildirim (2013) also assumed culture as a tool that fused organization as a source of identity and diverse competencies. The success of an organization depends on the quality of its human resource because it relies on competent employees. With that in mind, it can be concluded that organizational culture has a relation with competency. This will be by the past research from Paus (2018) that stated there is a relation between organization culture with competency. The statement of Paus (2018) is also supported by research from Sungadi (2018) that said there is a positive and significant relationship between organizational culture and competency. Based on the result from the data above, the writer proposes the second hypothesis as follows:

H₂: *A stronger Organization culture will improve employee competency.*

Work satisfaction Towards Organizational Citizenship Behaviour

An employee that has satisfaction towards their job, tend to be more willing to do a task outside their job description. According to Robbins and Judge (2013), work satisfaction also correlates with OCB. An employee that has satisfaction towards their job will be more involved in OCB because that particular employee has a bigger chance to tell positive things about the organization, helping another employee, and have a performance beyond expectation. An employee that satisfied might be more submissive to the task assigned because they want to repeat the positive experience that they felt before. In the past research by Ikonne (2013) work satisfaction is important because it can predict OCB from voluntary action. The subject of OCB can be stimulated by giving attention or priority to the factors that lead to the satisfaction of the employees. With that, this research shows that there is a positive and significant relationship between work satisfaction and organizational citizenship behavior or OCB. This research is also supported by the research from Ramadhan et al. (2018); Prasetyo et al. (2015); and Rijanti et al. (2018). Based on the results from the research above, the writer proposes the third hypothesis as follows:

H₃: *A high work satisfaction will improve organizational citizenship behavior.*

Competency Towards Organizational Citizenship Behaviour

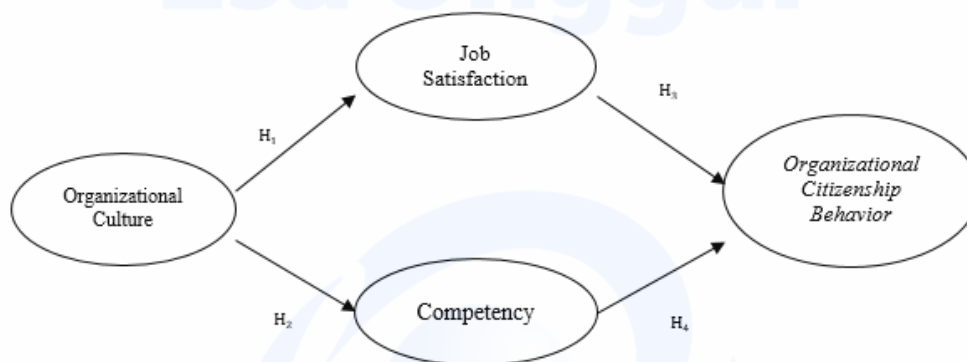
The progress and success of an organization can be achieved not only with a good business strategy but also need support from its human resource with a competency that is needed by the organization in achieving its goal. According to Chouhan and Srivastava (2014), individuals that have competency can effectively do functions that are related to the management of work situations. The success of a company is not only when its employee does their primary task, but also need to be supported by the OCB from every individual. The past research from Rijanti et al. (2018) stated that the better employee's competency will increase their OCB. That means, there is a positive and significant relation between competency and OCB. This statement is also backed by research from Rahmawati (2017); Jim et al. (2013) and Kurniawan et al. (2016) that said there is a positive and significant relation between

competency and OCB. Based on the several types of research above, the writer proposes the fifth hypothesis as follows:

H₄: *A higher competency will improve Organizational Citizenship Behaviour.*

Based on the theories, past researches, and hypothesis that been made, the research model will be as follows:

Picture 1: Research Model



METHODS

The research population that is used in this research is the employees in Online Media Industry. There are 49 questions in the questioner that has been spread out by using the pre-test process to the 245 respondents that working in 17 online media company in Indonesia. The analytical instrument that has been used is Structural Equation Model (SEM). For this research, a quantitative design with deductive nature will be used. Causal research will prove the cause-and-effect relationship between the independent variable (Organization Culture); mediating variable (Work satisfaction and Competency); as well as dependent variable (Organizational Citizenship Behaviour). To find out the level of significance and relation between the variables, the Structural Equation Model (SEM) will be used. This method will able to see the effect and relation between the exogenous variable and endogenous variable that related to the research problem.

Measurement

The measurement of organization culture variable adopted from the Robbins and Coulter (2012) with 13 questions. The measurement of the work satisfaction variable was adopted from Smith, Kendall, and Hulin (1969) in Luthans (2012) with 23 Questions. Moreover, the measurement of competency was adopted from Spencer and Spencer (1993) in Chung and Wu (2011) with 15 questions. Next, the organizational citizenship behavior variable was adopted from Organ (1988) in Wang, Hinrichs, Prieto, and Howell (2013) with 17 questions.

This research gathered all the data by using questioner while the measurement scale is using the Likert scale method. On the Likert scale method that been used by this research, there is 5 alternative answer which is: score "1" as very disagree, score "2" as disagree, score "3" as Neutral, score "4" agree, score "5" as very agree (Hartley, 2014).

Before conducting the hypothesis test, the researcher did a pre-research to 30 respondents from online media employees. For the validity test, this research used confirmatory factor analysis by looking at the value of factor loading. According to Hair, Black, Babin, and Anderson (2014) if the factor loading is below 0.5, then the factor analysis cannot be used or rejected. Meanwhile, the value of factor loading will be accepted if it's had a value of a minimum of 0.5. For the reliability test, according to Sekaran and Bougie (2016), the value of alpha Cronbach with 0.6 – 0.79 can be interpreted as an acceptable result while the value of 0.8 – 1.0 means has good reliability.

According to the validity test on the organization culture variable, the KMO value is 0.728 so it creates 1 factor and resulting in 0.651 Cronbach's Alpha after removing 4 of the 13 questions inside the questioner. Meanwhile, the work satisfaction variable after the factor analysis test, the KMO value is 0.735 after removing 9 from 23 questions creating 1 factor and resulting in 0.891 Cronbach's Alpha score. Next, factor analysis towards competency variable resulting in 0,707 KMO score creating 1 factor and got 0.837 Cronbach's Alpha score after removing 3 out of 15 questions inside the questioner. Lastly, the validity test that was conducted on the organizational citizenship behavior resulting in a 0.705 KMO value-creating 1 factor and resulting in 0.876 Cronbach's Alpha score after removing 3 out of 17 questions inside the questioner. In conclusion, all the variables (Organization culture, Work satisfaction, Competency, and

Organizational Citizenship Behaviour) can be stated as valid and qualified, and reliable because it has a KMO value of >0.50 and >0.60 Cronbach's Alpha value.

RESULTS AND DISCUSSION

Respondents Profile

After conducting the validity and reliability test, the researcher distributes the questioner to 245 respondents that working in an online media company. In this research, the respondent's identity as follows: gender, age, educational level, working period, work division, and which media company that the respondents work for. The respondent's gender was divided into male and female which was dominated by males with 128 respondents (52%) while female with 117 respondents (48%). From both of the gender, many of them are 26-32 years old with 151 respondents (61.6%); followed by 19-25 years old with 56 respondents (22.9%); 33-39 years old with 34 respondents (13.9%); while only 4 respondents (1.6%) that older than 39 years old.

From education level, the data dominated by respondents that have a bachelor degree with 197 respondents (80.4%) followed by 34 respondents or 13.9% with diploma degree; Master degree with 12 respondents (4.9%); and 2 respondents (0.8%) with Highschool certificate. Next, the working duration of the respondents mostly are less than 5 years with 164 respondents (66.9%); followed by 35 respondents or 4.3% that have 5 years working duration, and the rest are more than 5 years with 46 respondents or 18.8%. Moreover, from the working division, 32 respondents (13.2%) are from Creative design; 15 respondents (6.1%) are from the Product division; 38 respondents (15.5%) are from Marketing and Brand, and the Content & Editor division has the most respondents with 157 respondents (64.1%) while only 3 respondents (1.2%) from IT department).

The result from the online media company where the respondents from being dominated from detik.com with 88 respondents (35.9%); followed by Kumparan with 27 respondents (11%); CNNIndonesia.com with 26 respondents (10.6%); Liputan6 with 15 respondents (6.1%); Female Daily Network with 10 respondents (4.1%); 9 respondents (3.7%) from The Jakarta Post, Beautynesia.id and Okezone.com. 9 respondents (2.9%) from Tribunnews; 6 respondents (2.2%) from Bloomberg News

and Tempo.co; From woop.id with 4 respondents (1.6%); Gatra.com with 2 respondents (0.8%); Kaskus Network, Moneysmart Indonesia, and TheAsianparent Indonesia with 1 respondent each or 0.4%. (The result can be seen in attachment no.6)

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Respondents Demography Analysis

Furthermore, the researcher analyzed the difference of respondents demography based on gender, age, education level, working duration, work division, and online media company where the respondent are to see and find out if there are any significant difference from each variable (organization culture, work satisfaction, competency, and organizational citizenship behavior). Understand the difference can be seen from the value of sig homogeneity >0.05 and ANOVA >0.05 which shows there are no homogeneity differences. On the other hand, if the value of sig homogeneity is ≤ 0.05 means that the ANOVA is not needed to be tested, and it's not homogeneity.

Based on the result of ANOVA, shows that mostly there is no difference and it can be concluded that the answer from the respondent is homogeneity. ANOVA test also can be done to the respondent's answer based on their gender towards the variables: organization culture, work satisfaction, and competency; and respondent's answer towards the variables: organization culture, competency, and organizational citizenship behavior. Next, based on the education level towards the variables: work satisfaction, competency, and organizational citizenship behavior and also the respondent's answer based on the working duration towards organization culture, work satisfaction,

competency, and organizational citizenship behavior; and working division towards organization culture, work satisfaction, and organizational citizenship behavior.

For ANOVA results that show sig homogeneity value of ≤ 0.05 or the respondent's answer that is not homogeneity and no ANOVA test needed occurred in the respondent's answer based on the gender towards the variables: organizational citizenship behavior; Respondent's media company towards variables: work satisfaction, competency, and organizational citizenship behavior; gender towards competency and organizational citizenship behaviour; education level towards organizational culture; work division towards competency; and lastly the respondent's media company towards organization culture.

Validity Test and Reliability Construct

Based on the result of validity construct test without the statistic test on the organizational culture variable indicator and each of the variable indication: work satisfaction, competency, and organizational citizenship behavior can be accepted because it has a factor loading value of > 0.30 that shows there is good compatibility and the t -value $> t$ -table (1.96). Next, a reliability construct test can be done and qualified with the value of CR of > 0.60 and VE value of > 0.50 (Hair et al., 2014). In this research, the value of CR and VE from each of the variable as follows: Organization culture with CR value of 0.48 and 0.24 VE; Work satisfaction with 0.78 CR and 0.44 VE; Competency with 0.78 CR and 0.44 VE; and lastly Organizational citizenship behavior with 0.76 CR and 0.40 VE. (the result can be seen in attachment no.8)

Structural Test Analysis

The first result of the Structural test is the organization culture (OC) variable affects work satisfaction (WS) with an R^2 value of 0.73. It means that 73% of work satisfaction variants can be explained by organization culture and the rest with 27% can be explained by the other variable that is not been analyzed in this research. The same result also happened with the Competency variable which Organization culture (OC) also affecting Competency (C) with an R^2 value of 0.63%. It means that 63% of the Competency (C) variant can be explained by Organization culture and the rest can be

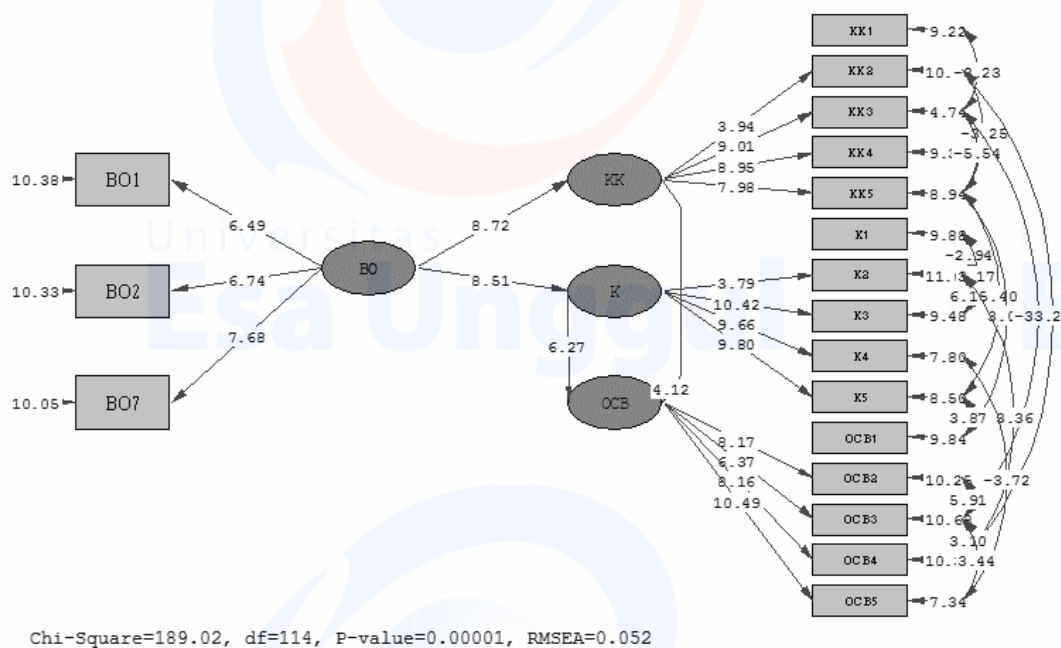
explained by the other variables that are not analyzed in this research. Lastly, Work Satisfaction (WS) and Competency (C) simultaneously affecting Organizational Citizenship Behaviors (OCB) with an R² value of 0.86. It means that 86% of OCB variant affected by Work Satisfaction (WS) and Competency (C), while the rest of 14% affected by the other variables that are not analyzed in this research.

Models Suitability Analysis

After analyzed the suitability test using the SEM model shows good compatibility or good fit on the Chi-square, RMSEA, ECVI, AIC, CAIC, Fit Index, and Goodness of Fit results. While the suitability of marginal fit is on the Critical N value. Based on the suitability test analysis mentioned above, it can be concluded that the suitability test of all the models is a qualified or good fit. (the result can be seen in attachment no.8).

With the data above, this research generates a t-value path diagram as follows:

Picture 2: Path Diagram t-Value



Note Organization Culture (BO), Work Satisfaction (KK), Competency (K), Organizational Citizenship Behaviour (OCB).

Based on the Path Diagram of T-value above, the hypotheses of this research is shown in the hypotheses test table as follows:

Table 1: Research Model Hypotheses Test

Hypotheses	Hypotheses Statement	t-Value	Conclusion
H ₁	A Stronger organizational culture will improve the work satisfaction	8.72	Data support the Hypothesis
H ₂	A stronger Organizational culture will improve the employee competency	8.51	Data support the Hypothesis
H ₃	A high work satisfaction will improve the organizational citizenship behavior	4.12	Data support the Hypothesis
H ₄	A higher competency will improve Organizational Citizenship Behaviour	6.27	Data support the Hypothesis

Work satisfaction and Competency Mediation Analysis

On the mediation variable analysis, organization culture directly affects work satisfaction with a t-value of 9.27 (>1.96). Next, work satisfaction directly affecting Organizational citizenship behavior with a t-value of 4.12 (>1.96). With that, it can be concluded that work satisfaction can mediate the relation between organization culture variables and organizational citizenship behavior against the employee of the online media industry. Organizational culture indirectly affecting towards organizational citizenship behavior through work satisfaction.

Moreover, on the variable mediation analysis the organization culture directly affecting towards competency with a t-value of 8.51 (>1.96). Next, competency directly affects organizational citizenship behavior with a t-value of 6.27 (>1.96). It can be concluded that competency also can mediate the relation between organization culture variable and organizational citizenship behavior of the online media employees.

Discussion

Based on the result of this research, it can be stated that there is a relationship between organizational culture with work satisfaction from the employee that works in the

online media industry. That shows a good organizational culture will improve the work satisfaction of the online media industry employee. Organizational culture becomes one of the important external factors that can affect work satisfaction. Organizational culture is a work condition that is applied to the employee to create comfort in the workplace. In general, online media companies give its employee to share ideas and encourage them to keep innovate on that ideas. Moreover, the workflow inside the online media industry is always encouraging the employee to be more responsive and aware especially to the employee that does the fieldwork and sometimes needs to take a risk to perform their task. In conclusion, from the several points mentioned above, it accidentally can improve work satisfaction among the employee in the online media industry. Because giving the freedom to share ideas, support their innovation, and giving confidence can make employees more confident of themselves and brave enough to share their ideas. This statement is backed by several studies that stated organization culture has an impact on work satisfaction which are: Ahamed and Mahmood (2015); Chipunza and Malo (2017); Soryani et al. (2018); and Abiodun and Olu-Abiodun (2017).

Furthermore, the test result stated that there is an impact between organizational culture and competency of the employee in the online media industry. This shows that a strong organizational culture will improve employee competency that works in online media. An organization culture that has been well applied can be a moral guideline for all the individuals inside the organization itself. This will become a stimulus for their spirit and morale that will push their creativity and innovative ideas so that every individual inside the organization can expand their competency. In general, the tasks assigned in the online media industry are done by the team and every individual will have their task but every individual also need to be able to multitask. With that, the organization gives a huge chance to its employee to increase their knowledge and skills and give them the experience to control their work. In the world of mass media, employees are expected to be more aggressive toward their surroundings. It means the employee must have the aggressivity, sensitivity, and high curiosity towards an events/incident on their surroundings that are needed to be informed to the public. With that, it can be concluded that there is an impact from organizational culture towards competency and this statement is backed by a previous study conducted by Paus (2018); and Sungadi (2018).

Next, the result also shows that work satisfaction has an impact on organizational citizenship behavior. This shows a high work satisfaction will increase organizational citizenship behavior. Employees that satisfied with their job tend to positively talk about their organization, want to help their colleagues, and show a good working performance. In general, the type of work inside the mass media industry is always changing and varied. An employee that works in mass media will tend to explore new things and they will gain new experience. This will make them love their job and usually, an employee that loves their job will be more submissive towards their task because they want to feel the positive experience that they already felt before. Moreover, an employee in the media industry will work as a team so they can create a good relationship with their colleagues and will support each other. With that, it can create satisfaction towards work inside every individual and will create OCB in the workplace. This research is in line with studies from Ikonne (2013); Ramadhan et al. (2018); Prasetio et al. (2015); dan Rijanti et al. (2018).

On the final test of the research, it can be stated that there is a relation between competency and organizational citizenship behavior. This shows that a high competency will improve organizational citizenship behavior. Success and improvement of an organization can be achieved by support from its human resource that has competency needed. To make employees can work well, the knowledge, skills, and OCB need to support each other. Therefore, an employee that has competency will tend to show their willingness in helping each other in the working environment like to their senior, colleagues, and also the organization itself in term of solving the problems. On the mass media industry, an employee that has multitasking skills will be willing to help their colleagues in doing the task because they feel that they are trusted, useful, and needed in the organization. This will help to improve OCB inside every individual so they can voluntarily do more work outside their job description. This statement is in line with previous studies from Rijanti et al. (2018); Rahmawati (2017); Jim et al. (2013); and Kurniawan et al. (2016).

CONCLUSION

Conclusion

Based on the result of this research, it can be concluded that: first, there is a relationship between organizational culture towards work satisfaction of the employee that works in the online media industry. Second, there is a relationship between organizational culture towards the competency of the employee that works in the online media industry. Third, there is a relation of work satisfaction towards organizational citizenship behavior on the employee that works in the online media industry. Fourth, there is a relation between competency and organizational citizenship behavior. On top of that, work satisfaction and competency also mediate the relation between organizational culture and organizational citizenship behavior.

Limitation of the study

There are limitations in this research that referred to the weaknesses in it. Some of the limitations are: first, this research only discussed the variables that consist of organization culture, work satisfaction, competency, and organizational citizenship behavior. Second, the survey was conducted only on 17 online media in Indonesia. Lastly, there are possibilities that the respondents do not seriously fill the questioner and not answered the question based on the situation that happened.

Recommendation

For the next research, the researcher suggested adding more variables that can affect the organizational culture of the employee that works in the online media industry so that they can have and improve their work satisfaction, competency, and organizational citizenship behavior. Other variables that are suggested by the researcher to improve are: first, work motivation because that variable can improve work satisfaction. Second, compensations because compensations can improve work satisfaction as well as OCB. Based on the result of the questioner, online media employees are not satisfied with the salary that they receive. The next study also can be more specific to choose the area of the research so it can be easier to compare each of the online media companies.

Managerial Implications

The result of this study is aimed to find out the organization culture's role towards organizational citizenship behavior through work satisfaction and competency. The characteristic of the online media environment has its challenges for employees that work in it because they are expected to be able to multitask or able to well-perform and follow the fast-paced workflow. Therefore, it needed an external factor which is a good organizational culture so they can increase their work satisfaction and competency as well as OCB especially to those that work in the online media industry. With that, the managerial implication that suggested to improve the impact of organizational culture towards organizational citizenship behavior through work satisfaction and competency is to look at the organization culture dimension that been used in this research. The first dimension, innovation, and risk-taker which encourages the organization towards the employee to be more innovative and appreciate them when they are taking a risk. With that, the employee will be satisfied because they feel appreciated by the company and the freedom that has been given will make them more comfortable to innovate and increasing their competency. The second dimension, the individual orientation which encourages the organization towards the employee on the decision making of a problem. With that, the employee will feel appreciated and their presence will be recognized by the company. Lastly, is stability which encourages the organization to give a comfortable environment for their employee to do their task.

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