

# **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**

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**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*

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## **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**

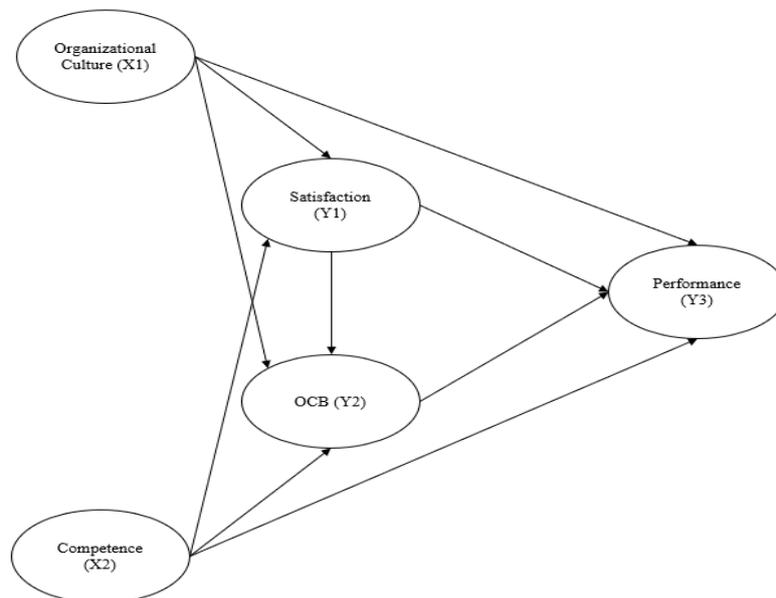
All these different types of OCB are valuable to organizations, although OCB is often undetectable by reward systems, but it is proven that individuals who demonstrate OCB will have good performance, effectiveness of groups and organizations. Robbins & Judge (2015:235), an organization that has employees 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.

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