ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATION ROLE OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

The purpose of this study was to determine the effect of organizational culture on organizational commitment, the effect of job satisfaction on organizational commitment, the influence of organizational culture on Organizational Citizenship Behavior, the effect of job satisfaction on Organizational Citizenship Behavior, the influence of organizational commitment on Organizational Citizenship Behavior, the influence of organizational culture on Organizational Citizenship Behavior mediated by organizational commitment, and the effect of job satisfaction on Organizational Citizenship Behavior is mediated by organizational commitment to the employees of PDAM Tirtanadi, North Sumatra. The approach used in this study is an associative approach and the population in this study are all employees of PDAM Tirtanadi, North Sumatra. While the samples that met the sampling criteria, the withdrawal of observations was made amounted to 81 people using the Slovin formula. The data collection technique in this study used a questionnaire technique. Data analysis techniques in this study use Partial Least Square (PLS) and Hypothesis Testing. Data processing in this study using the SmartPLS 3.0 software program. The results show that organizational culture affects organizational commitment, job satisfaction affects organizational commitment, organizational culture affects organization citizenship behavior (OCB), job satisfaction affects organization citizenship behavior (OCB), and organizational commitment affects organization citizenship behavior (OCB). , organizational culture affects organizational citizenship behavior (OCB) mediated by organizational commitment, and job satisfaction affects organizational citizenship behavior (OCB) mediated by organizational commitment at PDAM Tirtanadi North Sumatra.

Keywords: ***Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment***

1. INTRODUCTION

In the era of global competition, the existence of reliable Human Resources has a more strategic role compared to other resources. Human Resources is the most important asset owned by an organization, while effective management is the key to the success of an organization. Because human resources are capital or assets for organizations that act as planners and movers to achieve company goals. Every company must have high-quality human resources because the company's success is very dependent on the quality of work of its employees. Employee work is reflected in their work behavior. Good work behavior reflects good performance as well. Extra role behavior or also known as Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior is an individual contribution that exceeds the demands of roles in the workplace. This OCB involves several actors including the behavior of helping others, volunteering for extra tasks, and complying with workplace rules and procedures (Bahri et al., 2018). Organizational Citizenship Behavior (OCB) is the positive behavior of members of the organization. Positive behavior is reflected in the form of willingness to work and contribute to the organization. Organizational Citizenship

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Behavior (OCB) is loyalty, love, and a sense of belonging from members of the organization to their organization (Jufrizen, 2017). Organizational Citizenship Behavior (OCB) can reduce the occurrence of disputes and improve work efficiency. Thus, indirectly this behavior can foster positive things for the company, both for company goals and for the company's social life. Organizational Citizenship Behavior (OCB) can be created from several factors including organizational commitment, job satisfaction, and organizational culture. If the company has good organizational commitment and has employees who get work satisfaction, a satisfying organizational culture will be created. So indirectly employees will have extra-role work or commonly called Organizational Citizenship Behavior (OCB).

Another factor that is considered to influence Organizational Citizenship Behavior (OCB) is Organizational Commitment. OCB can occur if every employee commits to an organization. The discussion about organizational commitment cannot be separated from the fact that organizational commitment can be achieved if all expectations can be fulfilled in carrying out their work assignments. Organizational commitment is the degree to which employees believe and accept organizational goals and will stay or will not leave the organization. Organizational commitment is a strong desire to become a member of a group, a high will to work for the organization, a certain belief, and acceptance of the values and goals of the organization (Cao et al., 2019). Organizational commitment is one of the important factors in realizing Organizational Citizenship Behavior (OCB), namely as a driving force for the emergence of OCB. Where an employee who has high organizational commitment will always try to develop himself for the betterment of the organization. In addition to organizational commitment, good job satisfaction will indicate the existence of OCB behavior which is very important for organizational effectiveness. Job satisfaction is the level of individual satisfaction that they get commensurate benefits from various aspects of the work situation of the organization where they work.(Adhan, M., Jufrizen, et al., 2020). Job satisfaction has a very important meaning to provide a conducive situation in the corporate environment so that the resulting employee performance is more optimal (Syahputra & Jufrizen, 2019). Job satisfaction is also a feeling that is felt by every employee in carrying out all his work, where feelings are happy about his job or not happy with his job. Job satisfaction will be seen from the performance produced by each employee. When good performance indicates that a person is satisfied with his job (Tanjung, 2019).

A good organizational culture will create organizational effectiveness. Many experts say that organizational culture can be the basis for adaptation and the key to organizational success, so much research has been conducted to identify values or behavioral norms that can make a major contribution to organizational success (Rashid et al., 2003). Organizational culture is values that are considered important and believed to be true by every member of the company to be used in solving external and internal problems that occur within the company itself. Organizational culture is a philosophy that was created by the founders of the company and then developed to be used as a guide in behaving and acting for all employees. This is following the opinion of severe experts. Organizational culture is the shared values and norms that exist within an organization and are taught to incoming employees (Stearns et al., 2014). This definition suggests that organizational culture concerns shared beliefs and feelings, regularities in behavior, and historical processes for transmitting values and norms. Thus, organizational culture can influence the behavior in it. Jufrizen et al., (2023) state that there is a positive relationship between organizational culture and Organizational Citizenship Behavior (OCB), the higher the employee understanding of organizational culture, the easier Organizational Citizenship Behavior (OCB) is formed.

2.LITERATURE REVIEW
2.1.Organizational Citizenship Behavior

Organizational Citizenship Behavior(OCB) is part of the science of organizational behavior, Organizational Citizenship Behavior is also a form of work behavior that is usually not seen or

taken into account (Wang et al., 2021). There are two approaches to the concept of Organizational Citizenship Behavior, the namely extra-role performance that is separate from in-role performance or performance according to job descriptions. This second approach is to look at Organizational Citizenship Behavior from political principles or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of Organizational Citizenship Behavior is the impact of individual beliefs and perceptions in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because of individual feelings as members of the organization who have a sense of satisfaction when they can do something more for the organization (Saleem & Amin, 2013).

Organizational Citizenship Behavior is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance. Organizational Citizenship Behavior involves several behaviors including helping others, volunteering for extra tasks, and complying with workplace rules and procedures (Qalati et al., 2022). Organizational Citizenship Behavior (OCB) is centered on the behavior of each individual who carries out their duties beyond their job description. Organizational Citizenship Behavior is employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system (López-Cabarcos et al., 2022). Djati, (2009) provides an understanding of Organizational Citizenship Behavior as a form of behavior that is an individual choice and initiative to increase the efficiency of organizational performance by helping the goals of individual employee productivity. Furthermore (Organ et al., 2006) states that Organizational Citizenship Behavior is independent individual behavior, not directly or explicitly recognized in the reward system, and as a whole increases the efficiency and effectiveness of organizational functions. Organizational Citizenship Behavior is a helping attitude shown by members of the organization, which is constructive, and valued by the company but not directly related to individual productivity (Chen et al., 2018). Organ et al., (2006) put forward four indicators of the dimensions of organizational citizenship behavior as follows: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

2.2. Organizational Commitment

Every individual doing a job certainly has a different view in the eyes of the company. Where the work given by the company can certainly find out how serious the employees are in participating in advancing the company. So that companies can take actions that can benefit employees and the company (Guiso et al., 2015). Organizational commitment is an individual's strong acceptance of the company's goals and values so that the individual will try and work and have a strong desire to remain in the company (Eliyana et al., 2019). According to (Robbins & Judge, 2015) expressing commitment to the organization is defined as a situation in which an employee sided with a particular organization and its goals, and intends to maintain membership in that organization. High commitment means that the employee's partiality (loyalty) to the organization that employs him is high. According to (Kusumaputri, 2015) several factors shape organizational commitment, some of these factors include factors related to work (job-related factors), opportunities for members, personal characteristics, positive relationships, and management style. Dimensions of organizational commitment according to (Meyer & Allen, 1997) has three main components, namely: 1) Affective Commitment, including the employee's emotional relationship with the organization and self-involvement in the organization. 2) Continuance commitment, including the things that underlie employee loyalty to the organization, 3) Normative commitment, namely the employee's feelings about the obligations he must give to the organization.

2.3. Job Satisfaction

Job satisfaction is the level of a person's feelings of pleasure as a positive assessment of his work and the right work environment (Hajdukova et al., 2015). Job satisfaction is the fulfillment of

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all the needs of workers in carrying out their duties at a certain time (Bezdrob & Sunje, 2021). Job satisfaction is an interesting and important issue because it has proven to have great benefits for the interests of individuals, industry, and society (Na-Nan et al., 2021). Job satisfaction is a feeling of pleasure or displeasure in employees in viewing and carrying out their work. If someone is happy with his job, then that person is satisfied with his job (Lee & Park, 2021). Job satisfaction certainly affects several aspects surrounding the employees themselves. Job satisfaction outside of work is job satisfaction that reflects a balanced emotional attitude between service and job performance. Employees who combine job satisfaction in and out of work will be satisfied if the work results and rewards are considered fair and proper (Daulay & Marlina, 2019). Meanwhile, according to (Robbins & Judge, 2015), the factors that influence job satisfaction are mentally challenging work situations, appropriate rewards, supportive working conditions, supportive co-workers, and personality suitability for work. According to (Luthans, 2015), job satisfaction has 6 indicators that can influence it, namely: the work itself, salary, promotion, supervision, workgroup, and working conditions.

2.4. Organizational Culture

Organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been in force, agreed upon, and followed by members of an organization as a guideline for behavior and solutions. organizational problems (Sharma & Aparicio, 2022). Organizational culture is an invisible social activity that can move people in an organization to carry out work activities (Dubruc et al., 2014). Organizational culture consists of values, symbols, stories, heroes, and resources that have special meaning for people in the company. Organizational culture represents an emotional, intangible part of the organization. If the structure is the framework of the organization, then we can call culture the soul (Scheins, 2010). Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by each component of the organization. These elements become the basis for monitoring employee behavior, and the way they think, cooperate, and interact with their environment (Arianty, 2015). Organizational culture focuses on the nature and attitudes of employees at work, values , and opportunities for the organization's strategic plans. These values vary depending on the perspective of each, such as the personality that shapes humans. To find out what organizational culture is like, it is necessary to know the indicators, and measurements of organizational culture. According to (Robbins & Judge, 2017) there are 7 characteristics of organizational culture as indicators of organizational culture, namely: Innovation and risk-taking, Attention to detail, Result orientation, People orientation, Team orientation, Aggressiveness, and Stability.

2.5. The Effect of Organizational Culture on Organizational Commitment

Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by each component of the organization. Which is the basis for monitoring the behavior of employees, and the way they think, cooperate, and interact with the environment. If the organizational culture is good, it will be able to increase organizational commitment and will be able to contribute to the success of the company (Sharma & Aparicio, 2022).

3. RESEARCH METHODS

This research is included in the category of causal research using a quantitative approach. According to (Juliandi et al., 2014), causal research is research that wants to see whether a variable that acts as an independent variable affects other variables that are the dependent variable. According to (Juliandi et al., 2014) Quantitative research is research where the problem is not determined at the beginning, but the problem is found after the researcher goes into the field and if the researcher gets a new problem then the problem is re-examined until all the problems have been answered. The population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn

(Sugiyono, 2008). The population in this study was permanent employees, totaling 433 people. The sample is the number and characteristics possessed by the population or a small number of members of the population taken according to certain procedures so that they can represent the population (Siyoto & Sodik, 2015). To determine the number/size of the sample in this study, the sampling technique provides equal opportunities for each element (member) of the population to be selected as a member of the sample. Based on the statement above, the sampling technique in this study used the Slovin formula (Juliandi, et al., 2014) that is:

$$n = \frac{N}{1+Ne2}$$

(Juliandi, et al., 2014)

Information:
n   = Sample size
N   = Population Size
e   = Precision (10 % = 0.10)
        With this formula, the following samples can be found:

$$n = \frac{433}{1+(433x10\%2)} = \frac{250}{1+(433x0.12)} = 81.23 = 81$$

Thus, it can be determined that the number of samples in the study was rounded up to 81 people. After calculating the number of samples from PDAM Tirtanda in North Sumatra, the results obtained were 81 people. The data used in this study are primary, namely data obtained and must be reprocessed namely questionnaires. In collecting data related to what will be discussed, it is carried out directly using the questionnaire method. The questionnaire method is a data collection technique through a form containing questions submitted in writing to a person or group of people to get answers or responses as well as the necessary information. This data will be analyzed using a quantitative approach using statistical analysis, namely the partial least squares – structural inquiry model (PLS-SEM) which aims to carry out path analysis (path) with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali & Latan, 2012). Structural equation analysis (SEM) based on variance can simultaneously test the measurement model as well as test the structural model. The measurement model is used to test validity and reliability, while the structural model is used to test causality (hypothesis testing with predictive models).

4.RESULTS AND DISCUSSION
4.1.Results of Data Analysis
Analysis of the Measurement Model (Outer Model)
        Analysis of the measurement model (outer model) aims to evaluate the construct variables studied, the validity (accuracy), and reliability (reliability) of a variable.
a. Internal Consistency Analysis
        Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.600 (Hair Jr et al., 2017).

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Table 1. Internal Consistency Analysis

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Organizational culture	0.947	0.954	0.955	0.680
Job satisfaction	0.938	0.944	0.948	0.648
Organizational Citizenship Behavior	0.931	0.943	0.943	0.626
Organizational commitment	0.973	0.974	0.976	0.821

Based on the internal consistency analysis data in the table above, the results show that variable Organizational culture has a composite reliability value of 0.955 > 0.600, and variable Organizational culture is reliable. Job satisfaction has a composite reliability value of 0.948 > 0.600, variable Job satisfaction is reliable. Organizational Citizenship Behavior has a composite reliability value of 0.943 > 0.600, variable organizational citizenship behavior is reliable, and Organizational commitment has a composite reliability value of 0.976 > 0.600, variable Organizational commitment is reliable.

4.2. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a constructed variable is valid or not, namely by looking at the value of Heterotrait - Monotrait Ratio Of Correlation (HTMT) <0.90, then the variable has good discriminant validity (valid) (Hair Jr et al., 2017).

Table 2. Discriminant Validity

	Organizational culture	Job satisfaction	Organizational Citizenship Behavior	Organizational commitment
Organizational culture				
Job satisfaction	0.625			
Organizational Citizenship Behavior	0.722	0.785		
Organizational commitment	0.809	0.658	0.754	

Based on the table above, the results of the Heterotrait - Monotrait Ratio Of Correlation (HTMT) correlation show that organizational culture with job satisfaction is 0.625 <0.900, the correlation variable is Heterotrait - Monotrait Ratio Of Correlation (HTMT), organizational culture variable with organizational citizenship behavior is 0.722 <0.900 Heterotrait correlation - Monotrait Ratio Of Correlation (HTMT), variable with organizational culture with Organizational commitment of 0.809 <0.900, thus all organizational culture correlation values are declared valid. Heterotrait correlation value - Monotrait Ratio Of Correlation (HTMT) variable job satisfaction with organizational citizenship behavior of 0.785 <0.900, correlation value Heterotrait - Monotrait Ratio Of Correlation (HTMT) variable Job satisfaction with the organizational commitment of 0.658 <0.900, thus all correlation values of job satisfaction are declared valid. The correlation value of the Heterotrait - Monotrait Ratio Of Correlation (HTMT) organizational citizenship behavior variable on organizational commitment is 0.754 <0.900, thus all organizational citizenship behavior correlation values are declared valid.

4.3. Structural Model Path Coefficient Testing

In this test, there are two stages, namely testing the direct effect hypothesis and testing the indirect effect hypothesis.

Direct Effect

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries).

Table 3. Direct Effect

	Original Sample	Sample Means	Standard Deviations	t Statistics	P Values
X1 – Y	0.200	0.203	0.099	2.025	0.043
X1 – Z	0.630	0.624	0.103	6.107	0.000
X2 – Y	0.442	0.452	0.103	4,297	0.000
X2 –Z	0.257	0.264	0.098	2,620	0.009
Z– Y	0.289	0.280	0.123	2,348	0.019

Indirect Effect

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary).

Table 4. Indirect Effect

	Original Sample	Sample Means	Standard Deviations	t Statistics	P Values
X1 – Z- Y	0.194	0.183	0.091	2.153	0.040
X2 – Z- Y	0.182	0.176	0.085	2.137	0.033

4.4.Discussion

The effect of Organizational Culture on Organizational Commitment.

The results of this study found that the direct effect of organizational culture on Organizational Citizenship Behavior has a path coefficient of 0.200 (positive) and a P-Values of 0.043 > 0.05, so it can be stated that organizational culture affects Organizational Citizenship Behavior. This shows that the higher the employee's organizational culture, the higher the organizational commitment will be. Organizational culture is closely related to organizational commitment, because if the organizational culture is low from the employees themselves then the sense of responsibility for doing the work is also low so that the employee is disloyal and disloyal to the company or does not have good organizational commitment. One function of organizational culture is to facilitate the growth of commitment to something broader than individual self-interest (Graham et al., 2022). The results of research conducted by (Jufrizen et al., 2017) and (Jufrizen et al., 2018), concluded that organizational culture influences organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

The results of this study found that the direct effect of Organizational culture on organizational commitment has a path coefficient of 0.630 (positive), and has a P-Values of 0.000 > 0.05, so it can be stated that Organizational culture on organizational commitment is a significant effect. This shows that the higher the level of employee job satisfaction, the greater the organizational commitment. Employees generally want an interesting and satisfying job, a high salary, and comfortable working conditions. Organizational commitment is increased when employee job satisfaction feels well fulfilled. Because the higher the organizational commitment of an employee, the better the performance will automatically be and there will be no feeling of wanting to move to another company. The results of research conducted by (Jufrizen et al., 2017) and (Jufrizen et al., 2018), concluded that organizational culture influences organizational commitment.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of this study found that the direct effect of job satisfaction on organizational citizenship behavior has a path coefficient of 0.442 (positive), and a P-value of 0.000 <0.05, so it

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can be stated that job satisfaction has a significant effect on organizational citizenship behavior. This shows that the more satisfied employees are at work, the more they will be able to improve their Organizational Citizenship Behavior employee. According to (Robbins & Judge, 2015) defining job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. The same is also shown by research conducted by (Kencanawati, 2014) (Daulay & Handayani, 2021) concluded that job satisfaction has a significant effect on Organizational Citizenship Behavior, which means that the higher the level of employee job satisfaction, the higher the level of Organizational Citizenship Behavior of the employee's OCB. Vice versa, the lower the level of employee job satisfaction, the lower the level of OCB.

The Effect of Job Satisfaction on Organizational Commitment

The direct effect of job satisfaction on organizational commitment has a path coefficient of 0.257 (positive) and a P-value of 0.009 > 0.05, so it can be stated that job satisfaction has a significant effect on organizational commitment. This shows that the higher the level of employee job satisfaction, the greater the organizational commitment. Opinion (Luthans, 2015) states that the positive variables on job satisfaction are the type of work itself, salary/pay, opportunities for promotion, their superiors and co-workers can be fulfilled then commitment to the organization will arise properly so that satisfaction will have impact on organizational commitment. Employees generally want an interesting and satisfying job, a high salary, and comfortable working conditions. Organizational commitment is increased when employee job satisfaction feels well fulfilled. Because the higher the organizational commitment of an employee, the better the performance will automatically be and there will be no feeling of wanting to move to another company. The results of research conducted by (Mujiatun et al., 2019) and (Nasution et al., 2019), concluded that job satisfaction affects organizational commitment.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results of this study found that the direct effect of organizational commitment on organizational citizenship behavior has a path coefficient of 0.289 (positive) and a P-Values of 0.019 > 0.05, so it can be stated that organizational commitment to organizational citizenship behavior significant effect. This shows that the higher the employee's organizational commitment, the higher the employee's Organizational Citizenship Behavior. Organizational Citizenship Behavior can arise from various factors within the organization, including due to job satisfaction and organizational commitment (Robbins & Judge, 2017). When employees are satisfied with what is in the organization, employees will provide maximum and best performance results. Likewise, employees who have a high commitment to the organization will do anything to advance the company because they believe and believe in the organization where the employee works (Luthans, 2015). When an employee has a high commitment to the company, the employee is wholeheartedly satisfied at work and is willing to take actions aimed at advancing the company. Research conducted by (Putrana et al., 2016) states that organizational commitment has a significant effect on Organizational Citizenship Behavior. The results of research conducted by (Devece et al., 2016); (Liu & Cohen, 2010) and (Salehi & Gholtash, 2011) where the organizational commitment variable has a positive effect on Organizational Citizenship Behavior.

The Effect of Organizational Culture on Organizational Citizenship Behavior Through Organizational Commitment

The results of this study found that the P values have an indirect effect on organizational culture on organizational citizenship behavior through organizational commitment with a path coefficient of 0.074 with a P-value of 0.040 > 0.05, thus it can be stated that organizational commitment mediates the influence between organizational culture on organizational citizenship behavior at PDAM Tirtanadi North Sumatra. This shows that the higher the organizational culture, the more likely it will be to increase OCB and will have an impact on organizational commitment.

Organizational culture is a system of shared beliefs and attitudes that are developed and shared by a group of people. Where the system of beliefs and attitudes shared by an organization will differentiate it from other groups or organizations. Organizational culture is shared values and norms contained in an organization and taught to incoming employees (Stearns et al., 2014). This definition suggests that organizational culture concerns shared beliefs and feelings, regularities in behavior, and historical processes for transmitting values and norms. OCB was more related to the manifestation of a person (employee) as a social being. OCB is a form of voluntary activity from members of the organization that supports organizational functions so that this behavior is more altruistic (helping) in nature which is expressed in the form of actions that show selflessness and concern for the welfare of others (Muhdar et al., 2015).

The Effect of Job Satisfaction on Organizational Citizenship Behavior Through Organizational Commitment

The results of this study found that the P values have an indirect effect on job satisfaction on organizational citizenship behavior through organizational commitment with a path coefficient of 0.182 with a P-value of 0.033 > 0.05, thus it can be stated that organizational commitment mediates the effect of job satisfaction on organizational citizenship behavior at PDAM Tirtanadi North Sumatra. This shows that higher job satisfaction will be able to increase OCB and will have an impact on organizational commitment. Job Satisfaction is a feeling of satisfaction or a sense of accomplishment that an employee gets from his job. This job satisfaction is the result of an assessment that causes a person to achieve the value of his work or fulfill his basic needs and helps in determining the extent to which a person likes or dislikes his work. According to (Luthans, 2015) Job Satisfaction is the result of employee perceptions of how well their job provides what is considered important. When employees feel satisfied in their jobs, they tend to care more about the quality of their work and are more committed to the organization as well as have higher retention rates and are generally more productive. Someone who has job satisfaction interprets each of their jobs by cultivating their self-values in meaningful work to achieve goals, has concern for others, is disciplined in all things, is honest, and integrates personal goals. If this is done at work, it will lead to high organizational commitment so that cooperation between employees will be carried out.

5.CONCLUSION AND SUGGESTIONS
5.1.CONCLUSION
Based on the results of this study regarding the Effect of Organizational Culture and Job Satisfaction on Organizational Commitment and Organizational Citizenship Behavior of PDAM Tirtanadi EmployeesNorth Sumatra. Based on the analysis and discussion of the research results, it can be concluded that Organizational Culture has a direct effect on Organizational Commitment, Job Satisfaction has a significant effect on Organizational Commitment, Organizational Culture has a significant effect on Organizational Citizenship Behavior, Job Satisfaction has a significant effect on Organizational Citizenship Behavior, Organizational Commitment has a significant effect on Organizational Citizenship Behavior, indirectly Organizational Culture has a significant effect on Organizational Citizenship Behavior which is mediated by Organizational Commitment and indirectly Job Satisfaction has a significant effect on Organizational Citizenship Behavior which is mediated by Organizational Commitment at PDAM Tirtanadi North Sumatra.

5.2.SUGGESTIONS
Based on the conclusions that have been put forward in this study, the suggestions that can be given in this study are as follows: The leadership of PDAM Tirtanadi should pay more attention to organizational culture because if the organizational culture is low from the employees themselves then the sense of responsibility for doing the work is also low so that the employee is disloyal and disloyal to the company or does not have good organizational commitment. PDAM Tirtanadi

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leadership employees must establish good relationships with fellow employees because employees are a very valuable asset for the company itself without employees the company cannot run and get maximum results, therefore employees and the company are inseparable and both must have a strong commitment to the same goal. Companies should pay attention to matters relating to job satisfaction, first on the work itself, where the work done does not give satisfaction to employees. Rotating employees can be a solution to increase employee job satisfaction because employees will feel challenged with their new jobs so their organizational commitment also increases. It is hoped that PDAM Tirtanadi Medan can improve the Organizational Citizenship Behavior that has been running so far. Organizational Citizenship Behavior owned by employees should not be forced, it must grow with self-awareness, this can arise if fellow employees have strong bonds, good tolerance, and low conflict in the organization. Organizational commitment within the company can be formed through a good organizational culture and good employee job satisfaction. Because these two factors are considered to be able to increase employee work results to achieve company goals. Job satisfaction at PDAM Tirtanadi needs to be maintained because when an employee feels satisfied, the company's organizational commitment will be even better. Employees must be more committed to establishing cooperation between employees at work. Because these two factors are considered to be able to increase employee work results to achieve company goals. Job satisfaction at PDAM Tirtanadi needs to be maintained because when an employee feels satisfied, the company's organizational commitment will be even better. Employees must be more committed to establishing cooperation between employees at work. Because these two factors are considered to be able to increase employee work results to achieve company goals. Job satisfaction at PDAM Tirtanadi needs to be maintained because when an employee feels satisfied, the company's organizational commitment will be even better. Employees must be more committed to establishing cooperation between employees at work.

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