

THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT, AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN EMPLOYEES IN THE REPRESENTATIVE OFFICE OF BANK INDONESIA, RIAU ISLANDS PROVINCE

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Abstract

The purpose of this study was to analyze the effect of work motivation, work environment and job satisfaction on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. The research respondents were employees at the Bank Indonesia Branch Office of Riau Island Province. Data collection is done by questionnaire. Data analysis using simultaneous multiple regression techniques with two regression equations with SPSS data processor version 20. The results of the analysis show that the variables of work motivation, work environment and job satisfaction have a positive and significant effect on organizational commitment and organizational commitment has a positive and significant effect on OCB. Work motivation, work environment and job satisfaction influence OCB through organizational commitment. The research results on the influence of work motivation on organizational commitment are significant. The influence of Organizational Commitment on the Organizational Citizenship Behavior (OCB) variable is significant. The influence of the Work Environment on Organizational Commitment is significant. The influence of the Work Environment on Organizational Citizenship Behavior (OCB) is significant. The influence of Job Satisfaction on Organizational Commitment is significant. The influence of Job Satisfaction on the Organizational Citizenship Behavior (OCB) variable is significant. The influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) is significant. Organizational Commitment can bridge the influence between Organizational Commitment and Organizational Citizenship Behavior (OCB). Organizational Commitment can bridge the influence of the Work Environment on Organizational Citizenship Behavior (OCB). Organizational Commitment can bridge the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB).

Keywords: *Work Motivation; Work Environment; Job Satisfaction; Organizational Commitment; Organizational Citizenship Behavior.*

1. INTRODUCTION

Human Resources as one of the main elements of a company is very important because human factors play a very important role in achieving organizational goals. Human Resources not only helps an organization achieve its goals but also helps determine what can actually be achieved with the available resources. Human resource management is now a necessity and is no longer an option if a company wants to develop. In government organizations, for example, the need for good resources to move the wheels of the organization is not easy, because you have to adjust to the conditions and circumstances that are happening. The resources in question are human resources (HR). According to Sunarsi (2019) human resources are an ability possessed by a person in the form of thinking power which is determined by their environment and is motivated to fulfill their needs. Apart from that, according to Susan (2019) human

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resources are active individuals who work to advance the organization whose abilities must be trained and developed. Quality human resources are demonstrated by good performance. Of course, a government organization needs to have employees who are knowledgeable and have good skills and strive to manage the government organization as optimally as possible so that employee performance increases. Darmawan & Satrya (2018) stated that in the current era of globalization, competition between companies is increasingly fierce, because companies are not only faced with domestic competition, but also abroad. Facing these situations and conditions, companies are required to develop and maintain quality human resources for the sake of integrity in the company.

Based on observations and interviews conducted by the author with several employees, employee placement in the same field for a long period of time and monotonous work routines every day make employees unable to maximize their abilities for the progress of the company because perhaps they no longer have the motivation. enough to need to do that. Because their position will not change quickly, it can cause employees to no longer have the interest and will to develop themselves and at a certain point they may not care about the program the company wants because for them it will not affect their position and career at all. Apart from the things mentioned above, the tendency for employee discipline to be lacking is one of the things that shows low employee work motivation. This indication is known based on the author's observations when making observations. From the results of observations, it was found that several employee attitudes were identified as low motivation behavior at work. Working hours start at 07.40 WIB and end at 16.45 WIB. Many employees arrive on time and there are still employees who exceed the allotted time. However, there are still some employees who leave the office during working hours for personal reasons as well.

2. RESEARCH METHODS

Location and time of research

The research was conducted at the Bank Indonesia Representative Office, Riau Islands Province, over a period of eight months starting from January 2023 to October 2023.

Types and Sources of Research

Types of research

According to Sugiyono (2015), data types are divided into 2, namely qualitative and quantitative. This research uses qualitative and quantitative data types.

1. Qualitative Data

The definition of qualitative data according to Sugiyono (2015) is data in the form of words, schemes and images. The qualitative data for this research is in the form of names and addresses of research objects. The qualitative data in this research is a general description of the research object, for example: brief history of its founding, geographical location of the object, Vision and Mission, organizational structure, employee conditions.

2. Quantitative Data

Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanations expressed in numbers or in the form of numbers. (Sugiyono, 2010:15). In this case, the quantitative data required is: number of employees, number of facilities and infrastructure, and questionnaire results.

Research Source

Research data sources are divided into 2, namely primary data sources and secondary data sources (Sugiyono, 2015).

1. Primary data

The definition of primary data according to Sugiyono (2015) is a data source that directly provides data to data collectors. Primary data was obtained from distributing questionnaires to the Bank Indonesia Representative Office, Riau Islands Province.

2. Secondary data

The definition of secondary data according to Sugiyono (2015) is a data source that does not directly provide data to data collectors, for example through other people or through documents.

Population and Sample

The population in this study were 240 (two hundred and forty) employees at the Bank Indonesia Representative Office, Riau Islands Province. After using the Slovin formula (Riduwan, 2014). The sample used in this research was 150 people.

2. RESULTS AND DISCUSSION

Direct Effect Testing

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> Z	0.029	0.056	0.095	4,300	0.004
X1 -> Y	0.029	0.037	0.319	5,530	0.003
X2 -> Z	0.296	0.312	0.078	7,778	0,000
X2 -> Y	0.030	0.037	0.143	3,209	0.005
X3 -> Z	0.276	0.272	0.072	7,810	0,000
X3 -> Y	0.137	0.069	0.204	6,671	0.002
Z -> Y	0.002	0.003	0.139	3,318	0.006

1. The direct influence of the Work Motivation variable on the Organizational Commitment variable has a path coefficient of 0.029 (positive), so an increase in the value of the Work Motivation variable will be followed by an increase in the Organizational Commitment variable. The influence of the Work Motivation variable on Organizational Commitment has a P-Value of $0.004 < 0.05$, so it can be stated that the influence of Work Motivation on Organizational Commitment is significant.
2. The direct influence of the Work Motivation variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.029 (positive), so an increase in the value of the Organizational Commitment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Organizational Commitment variable on the Organizational Citizenship Behavior (OCB) variable has a P-Value of $0.003 > 0.05$, so it can be stated that the influence of Organizational Commitment on the Organizational Citizenship Behavior (OCB) variable is significant.
3. The direct influence of the Work Environment variable on the Organizational Commitment variable has a path coefficient of 0.296 (positive), so an increase in the value of the Work Environment variable will be followed by an increase in the Organizational Commitment variable. The influence of the Work Environment variable on Organizational Commitment has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of the Work Environment on Organizational Commitment is significant.
4. The direct influence of the Work Environment variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.030 (positive), so an increase in the value of the Work Environment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Work Environment variable on Organizational Citizenship Behavior (OCB) has a P-Value of $0.005 < 0.05$, so it can be stated that the influence of the Work Environment on Organizational Citizenship Behavior (OCB) is significant.
5. The direct influence of the Job Satisfaction variable on the Organizational Commitment variable has a path coefficient of 0.276 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Commitment variable. The influence of the Job Satisfaction variable on the Organizational Commitment variable has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of Job Satisfaction on Organizational Commitment is significant.

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6. The direct influence of the Job Satisfaction variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.137 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Job Satisfaction variable on the Organizational Citizenship Behavior (OCB) variable has a P-Value of $0.002 > 0.05$, so it can be stated that the influence of Job Satisfaction on the Organizational Citizenship Behavior (OCB) variable is significant.
7. The direct influence of the Organizational Commitment variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.002 (positive), so an increase in the value of the Organizational Commitment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Organizational Commitment variable on Organizational Citizenship Behavior (OCB) has a P-Value of $0.006 < 0.05$, so it can be stated that the influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) is significant.

Direct Effect Testing

Variable	Original Sample	Sample Mean	Standard Deviation	T statistics	P Values
X1 -> Z -> Y	0,000	0.001	0.016	4,210	0.007
X2 -> Z -> Y	0.001	0.001	0.046	3,816	0.007
X3 -> Z -> Y	0.001	0,000	0.039	4,718	0.006

1. Based on the table above, the coefficient value of the indirect influence of the Work Motivation variable on Organizational Citizenship Behavior (OCB) through Organizational Commitment is $0.004 < 1.030$ (direct influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)). Thus it can be stated that Organizational Commitment can mediate the influence between Organizational Commitment to Organizational Citizenship Behavior (OCB).
2. Furthermore, the coefficient value of the indirect influence of the Work Environment variable on Organizational Citizenship Behavior (OCB) is $0.016 < 0.209$ (direct influence of the Work Environment on Organizational Citizenship Behavior (OCB)). Thus it can be stated that Organizational Commitment can mediate the influence of the Work Environment on Organizational Citizenship Behavior (OCB).
3. Then, the coefficient value of the indirect influence of the Job Satisfaction variable on Organizational Citizenship Behavior (OCB) is $0.018 < 0.671$ (direct influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)). Thus it can be stated that Organizational Commitment can mediate the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB).

3. Coefficient of Determination (R Square)

Variable	R Square	Adjusted R Square
Organizational Commitment	0.208	0.191
Organizational Citizenship Behavior (OCB)	0.122	0.098

In the table above, the results show that the influence of X1, X2 and X3 on Z is 0.191, meaning that the magnitude of the influence of X1, Then, the influence of X1, X2, X3 and Z on Y is 0.098, meaning that the influence of X1,



Discussion

1. The Influence of Work Motivation Variables on Organizational Commitment Variables

The direct influence of the Work Motivation variable on the Organizational Commitment variable has a path coefficient of 0.029 (positive), so an increase in the value of the Organizational Commitment variable will be followed by an increase in the Organizational Commitment variable. The influence of the Organizational Commitment variable on Organizational Commitment has a P-Value of $0.004 < 0.05$, so it can be stated that the influence of Work Motivation on Organizational Commitment is significant. So it can be concluded that employees with high motivation can make a big contribution to organizational commitment. These findings support research results from Karatepe and Tekinkus (2006); Mohsan et al. (2010), Hayati and Caniago (2012), and Hariani et al. (2019) who stated that work motivation plays a role in developing organizational commitment. According to Darmawan et al. (2020), employees who are satisfied with their work will have better motivation than those who do not. They will do a good job. They have the drive to give rise to the responsibility to provide the best for the organization. Employees with high motivation have a greater chance of success in the future. However, it is a challenge for organizations to retain them if they are not satisfied with their organization. High job satisfaction will reduce the turnover rate, reduce absenteeism and improve the performance of each employee (Sinambela, 2014; Mardikaningsih, 2020).

2. The Influence of the Organizational Commitment Variable on the Organizational Citizenship Behavior (OCB) variable

The direct influence of the Organizational Commitment variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.029 (positive), so an increase in the value of the Organizational Commitment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Organizational Commitment variable on the Organizational Citizenship Behavior (OCB) variable has a P-Value of $0.003 > 0.05$, so it can be stated that the influence of Organizational Commitment on the Organizational Citizenship Behavior (OCB) variable is significant. The test results state that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior (OCB). Thus, hypothesis 2 (H2) is accepted. This means that the higher the value of organizational commitment an employee has, the higher the value of Organizational Citizenship Behavior (OCB). Because if an employee already has a commitment to the place of work. Then an employee will have an emotional bond with the organization, so that he will make a meaningful contribution to the organization. Such as staying in the organization no matter what happens, and carrying out obligations regularly, even outside formal requirements.

3. The Influence of Work Environment Variables on the Organizational Commitment variable

The direct influence of the Work Environment variable on the Organizational Commitment variable has a path coefficient of 0.296 (positive), so an increase in the value of the Work Environment variable will be followed by an increase in the Organizational Commitment variable. The influence of the Work Environment variable on Organizational Commitment has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of the Work Environment on Organizational Commitment is not significant. The better the relationship with colleagues, the relationship between subordinates and leaders who support each other, good work facilities will make employees willing to work and prioritize the organization. These results are in line with research by Rustini & Surdikha (2015) concluding that there is a positive work environment on organizational commitment. Based on the research description, the majority of respondents consider that relationships with colleagues and superiors are still relatively low. However, employees feel they have been supported by the availability of comfortable facilities and space. To increase employee commitment, it is necessary to build closer relationships between employees and with leaders.

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4. The Influence of Work Environment Variables on Organizational Citizenship Behavior (OCB) variables

The direct influence of the Work Environment variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.030 (positive), so an increase in the value of the Work Environment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Work Environment variable on Organizational Citizenship Behavior (OCB) has a P-Value of $0.005 < 0.05$, so it can be stated that the influence of the Work Environment on Organizational Citizenship Behavior (OCB) is significant. Based on the results of statistical tests, it shows that the work environment has a significant effect on Organizational Citizenship Behavior (OCB) of Bank Indonesia employees in the Riau Islands Province with a positive value. This indicates that the work environment of Bank Indonesia, Riau Islands Province, is directly proportional to the Organizational Citizenship Behavior (OCB) of Bank Indonesia Riau Islands Province employees. This means that the better the work environment of Bank Indonesia, Riau Islands Province, the OCB of Bank Indonesia Riau Islands Province employees will increase. The results of this research confirm Podsahasff and McKenzie in Elfina (2003), but this research is not in line with the research of Soentoro (2013), whose research results show that the work environment does not have a significant effect on Organizational Citizenship Behavior (OCB).

5. The Influence of the Job Satisfaction Variable on the Organizational Commitment variable

The direct influence of the Job Satisfaction variable on the Organizational Commitment variable has a path coefficient of 0.276 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Commitment variable. The influence of the Job Satisfaction variable on the Organizational Commitment variable has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of Job Satisfaction on Organizational Commitment is significant. The more satisfied employees are with their co-workers, work, career, rewards and supervision carried out by superiors, the more employees will have a strong commitment. The findings of this research are in line with research by Rosita (2016), Lestaringtyas (2016), and Fauzi et al (2016), Diana (2009), Suwandana (2016) who concluded that job satisfaction influences organizational commitment. Improved job satisfaction in an organization will of course be in synergy with the work itself, the rewards received, supervision from superiors, good relationships with colleagues, opportunities for promotion, so it is hoped that leaders in an organization can always give appreciation and reward employees for their achievements. it works. Rewards and supervision from superiors are indicators that are perceived as low. So, to increase commitment through employee satisfaction, it is necessary to improve monitoring methods that are acceptable to employees. Besides that, periodic improvements in rewards need to be made.

6. The Influence of Job Satisfaction Variables on Organizational Citizenship Behavior (OCB) variables

The direct influence of the Job Satisfaction variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.137 (positive), so an increase in the value of the Job Satisfaction variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Job Satisfaction variable on the Organizational Citizenship Behavior (OCB) variable has a P-Value of $0.002 > 0.05$, so it can be stated that the influence of Job Satisfaction on the Organizational Citizenship Behavior (OCB) variable is not significant. The test results state that job satisfaction has a positive and significant influence on Organizational Citizenship Behavior (OCB). Thus, hypothesis 6 (H6) is accepted. This means that the higher the job satisfaction score, the better the Organizational Citizenship Behavior (OCB) score, that is, the behavior of an employee will carry out the duties of formal obligations that are determined if an employee gets a sense of satisfaction at work. An employee may have skills, experience, education, and they expect financial rewards to be received, so that

if the need for salary or incentives is as expected then the employee will get satisfaction from what he expected. So an employee will have spontaneous behavior / not be ordered or suggested by others to achieve organizational goals.

7. The Influence of the Organizational Commitment Variable on the Organizational Citizenship Behavior (OCB) variable

The direct influence of the Organizational Commitment variable on the Organizational Citizenship Behavior (OCB) variable has a path coefficient of 0.002 (positive), so an increase in the value of the Organizational Commitment variable will be followed by an increase in the Organizational Citizenship Behavior (OCB) variable. The influence of the Organizational Commitment variable on Organizational Citizenship Behavior (OCB) has a P-Value of $0.006 < 0.05$, so it can be stated that the influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) is not significant. Thus, it can be concluded that there is a simultaneous influence of organizational commitment on Organizational Citizenship Behavior. Similar things have been researched by Sumarni who stated that organizational commitment simultaneously has a significant effect on Organizational Citizenship Behavior. Another research that produced similar results was conducted by Rini, et al (2013) which stated that organizational commitment simultaneously had a positive and significant effect on Organizational Citizenship Behavior (OCB) of PT Plasa Simpanglima Semarang employees. Nasichudin & Azzuhri (2013) stated that organizational commitment positively and significantly influences Organizational Citizenship Behavior (OCB) of PT Taspem Malang Branch employees. Different things were produced in the research of Darmawati, et al (2013), it was found that organizational commitment had no effect on OCB of FISE UNY employees.

8. The Influence of Work Motivation Variables on Organizational Citizenship Behavior (OCB) through Organizational Commitment

The coefficient value of the indirect influence of the Work Motivation variable on Organizational Citizenship Behavior (OCB) through Organizational Commitment is $0.004 < 1.030$ (direct influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)) thus it can be stated that Organizational Commitment can bridge the influence between Organizational Commitment on Organizational Citizenship Behavior (OCB). This means that Hypothesis 8, namely that it is suspected that Organizational Commitment can be an intermediary variable between satisfaction and Organizational Citizenship Behavior (OCB) of employees of Bank Indonesia, Riau Islands Province, has been proven to be true as an intervening variable. This may indicate that the current organizational commitment of Bank Indonesia employees in the Riau Islands Province is still not enough to be a driving factor in increasing Organizational Citizenship Behavior (OCB). What is obtained from this research is that there is a tendency that the commitment that occurs among Bank Indonesia employees in the Riau Islands Province is pseudo-commitment. Employees who persist in working at Bank Indonesia Riau Islands Province for 2 years or more do not necessarily have a personal attachment to the organization but to pursue something else such as wanting to become a permanent employee, getting a salary increase, work promotion. This causes employees to stay for 2 years or more.

9. The Influence of Work Environment Variables on Organizational Citizenship Behavior (OCB) through Organizational Commitment

The coefficient value of the indirect influence of the Work Environment variable on Organizational Citizenship Behavior (OCB) is $0.016 < 0.209$ (direct influence of the Work Environment on Organizational Citizenship Behavior (OCB)). Thus it can be stated that Organizational Commitment can bridge the influence of the Work Environment on Organizational Citizenship Behavior (OCB).). Employees who carry out activities that result in working time being used as effectively and optimistically as possible, including increasing employee performance. If the work environment is supportive, of course employee organizational commitment will be present because employees will feel at home in the organization, then their loyalty will also increase. This review is in accordance with the review by Rustini et al (2015), who found that compensation and work environment influence

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performance through organizational commitment. This explanation emphasizes that as the work environment improves, it means there is an increase in organizational commitment. Even employees who are committed to the organization certainly have high loyalty, which gives an indication that employees who participate in Organizational Citizenship Behavior (OCB) respond to organizational actions by reflecting employees to be more cooperative, like to help, pay attention to other employees, and are serious when carrying out work tasks. Reviews submitted by Rahmawati and Sulisty (2015), Lestaringtyas (2016), Sukmawati, et al (2016, Purnami (2013), Dewi and Suwandhana (2016) emphasize that organizational commitment has a direct positive impact on Organizational Citizenship Behavior (OCB). This conclusion proves if organizational commitment is able to intervene in the relationship between the work environment and Organizational Citizenship Behavior (OCB) Prayitno (2017) states that organizational commitment can intervene in the employee's work environment which influences OCB. A study by S Muayanah, AT Haryono, HS Wulan (2017) concludes that organizational commitment Employees at work are able to intervene or have a direct impact on organizational citizenship behavior (OCB).

10. The Influence of Job Satisfaction Variables on Organizational Citizenship Behavior (OCB) through Organizational Commitment

The coefficient value of the indirect influence of the Job Satisfaction variable on Organizational Citizenship Behavior (OCB) is $0.018 < 0.671$ (direct influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)) thus it can be stated that Organizational Commitment can bridge the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB). These results indicate that job satisfaction has a positive effect on organizational commitment, so that organizational commitment is able to increase employee Organizational Citizenship Behavior (OCB). Therefore, organizational commitment mediates the influence of job satisfaction on Organizational Citizenship Behavior (OCB). These results are in accordance with hypothesis four (H4) which states that organizational commitment plays an intervening role in the influence of job satisfaction on Organizational Citizenship Behavior (OCB). The results of this research are in accordance with research conducted by Pradhiptya (2013) which states that organizational commitment is proven to be a mediating variable between job satisfaction and Organizational Citizenship Behavior (OCB). Research conducted by Barusman and Mihdar (2014) states that the influence of job satisfaction on Organizational Citizenship Behavior (OCB) is through organizational commitment as an intervening variable. These results mean that organizational commitment acts as a mediator in the influence of job satisfaction on Organizational Citizenship Behavior (OCB). The same research results were also found by Widyanto, et al (2013) and research conducted by Persada and Dwi (2014) which stated that organizational commitment could be an intermediary variable between satisfaction and Organizational Citizenship Behavior (OCB).

3. CONCLUSION

This research aims to examine the following five variables Work Motivation, Work Environment, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB), Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) Data analysis with parametric and non-parametric statistics regarding research variables, calibration tests / pilot tests, validity and reliability, outer model and inner model analysis, as well as discussion of the results of hypothesis testing or Path Analysis. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. The path coefficient calculation in this research was assisted by SmartPLS Ver 4.0 2022. The research results on the influence of Work Motivation on Organizational Commitment are significant. The influence of Organizational Commitment on the Organizational Citizenship Behavior

(OCB) variable is significant. The influence of the Work Environment on Organizational Commitment is significant. The influence of the Work Environment on Organizational Citizenship Behavior (OCB) is significant. The influence of Job Satisfaction on Organizational Commitment is significant. The influence of Job Satisfaction on the Organizational Citizenship Behavior (OCB) variable is significant. The influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) is significant. Organizational Commitment can bridge the influence between Organizational Commitment and Organizational Citizenship Behavior (OCB). Organizational Commitment can bridge the influence of the Work Environment on Organizational Citizenship Behavior (OCB). Organizational Commitment can bridge the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB).

SUGGESTION

1. From the discussion of research results that there are other variables that have an influence on Organizational Citizenship Behavior (OCB), it is hoped that future researchers can identify other variables that have more influence on Organizational Citizenship Behavior (OCB), such as examining motivation variables, organizational climate, performance and so on.
2. In order for research to be more accurate, future research should use a combination of quantitative and qualitative methods.
3. Future research is expected to carry out several developments from this research, for example using moderating or intervening variables and more sophisticated and precise statistical analysis tests.
4. Further research can determine a larger number of samples so that the data obtained is more varied, and the sampling is not random but pays more attention to other banking segments or sectors.

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