THE EFFECT OF HUMAN RELATION, LOCUS OF CONTROL AND ORGANIZATIONAL CULTURE ON OCB WITH CONSUMER SATISFACTION AS INTERVENING VARIABLES (STUDY CASE AAT PT SUKA FAJAR, VETERAN PADANG)

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Abstract: *The purpose of this study is to determine the influence of Human Relations, Locus Of Control, and Organizational Culture on OCB with Customer Satisfaction. The method of collecting data analysis uses a questionnaire, with a sample of 50 respondents. The data analysis method used is multiple linear regression. The result shows that Human Relations has positive and significant effect on customer satisfaction, with significant level of (0.014 <0.05). Locus of Control has significant effect on customer satisfaction, with significant level (0.038 <0.05). Organizational culture has significant effect on customer satisfaction, with significant level (0.016> 0.05). Human Relationship has significant effect on Ocb, with significant level (0.047 <0.05). Finally, the writer suggests that the company PT Suka Fajar Company increase the way of service for customer satisfaction or improve the way products sold to consumers, or increase competition in sales so that consumers feel satisfied with the company. Furthermore, enhance the way of marketing in a way that attracts customers to the company.*

Keywords: *Human relations, Locus of control, organizational culture, Ocb, Customer Satisfaction.*

INTRODUCTION

Human resources in an organization is very important, without the support of good human resources an organization will face problems in achieving the goals of the organization. the need of qualified human resources is the benchmark for the success of the company. Human resource management is the use of human resources within an organization or company through the functions of human resource planning, career planning and development, compensation and welfare, safety and health. Hasibuan (2014) states that human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient to achieve the goals of company,

employee and community goals. Both of these opinions describe the importance of human resource management in a company so that company goals can be achieved accordingly as planned by human resources of the company. These are selected people who are expected to be able to work effectively and efficiently.

The success of the organization can be seen from the desire of employees to do or help other employees in carrying out tasks when their job responsibilities have been completed first. this desire is called organization citizenship behavior (OCB). According to Vannecia (Lubis 2015), the factors that influence OCB are organizational culture, organizational climate, mood and personality, perceptions of organizational support, and quality of interaction. According to Supripatty. Et al (2017) the factors that influence the emergence of organization citizenship behavior (OCB) are quite complex and interrelated with one another. These factors include: job satisfaction, organizational culture and climate, mood and personality, perceptions of organizational support, quality of interaction with subordinates, tenure, and gender.

LITERATURE REVIEW
Human Relations
Human relations is the main requirement for the success of good communication between individuals and communication within institutional organizations. Human relation is the core of employee attitude and behavior. According to Fadillah (2015: 33) Human Relations is a harmonious relationship, created by awareness and willingness to fuse individual desires for the sake of integrating common interests.

Locus of Control
According to (Hayati,2018) Locus of control is a concept that describes whether a person feels that the control of their life is in their own hands or in the hands of others. There is a strong belief that each individual has a direct effect as a substantive effect in his views and reactions to the environment. This belief is what according to (Adi, n.d2016) is called Locus of control is "/ generalize belief that a person can or cannot control his own destiny." Based on Rotter's opinion, it is said that the lotus of control or someone's belief in a controlling source in his life.

Organizational Culture
According Griffin dkk (dalam Adinata, 2015:144) reveals that organizational culture can be interpreted as experiences, history, beliefs and shared norms that become the characteristics of a company or organization.

Customer Satisfaction
According Fandy Tjiptono (2013:40) There are several strategies that can be combined to achieve and increase customer satisfaction, namely:
1. Marketing strategy in the form of relationship marketing, which is a strategic where the exchange transactions between buyers and sellers are sustainable does not end after the sale is completed.

2. The superior customer service strategy is to offer better service than competitors.

3. Undoncotional gaurantess strategy This strategy is based on a commitment to provide customer satisfaction which in turn will be a source of product improvement dynamism.

OCB (Organization Citizenship Behavior)

Organ (**Lubis 2015**) defines OCB as independent individual behavior, which is not directly or explicitly recognized by the reward system and in promoting the effective function of the organization

FRAMEWORK
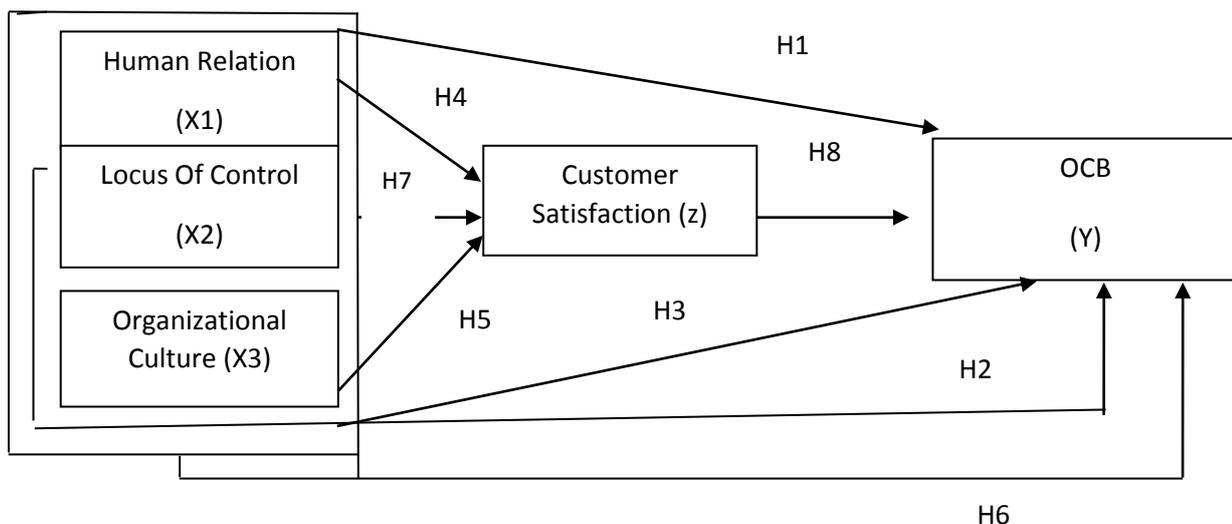
Figure 1. Framework of Mind

RESEARCH METHODS

The data used in this research came from primary data and secondary data:

1. Primary Data
    data obtained from companies such as the results of interviews or test results of questionnaires distributed to employees of PT. Suka Fajar, who were the objects of research.
2. Secondary Data
    Namely data obtained from literature and data from a source from the library and supporting mass media.

The data collection techniques that the writer used in this study were:

1. Field research (field research), namely collecting data by conducting field research in the form of:
    a. Interviews were to conduct direct questions and answers between researchers and sources at PT. Suka Fajar Padang.
    b. Questionnaire is the collection of data on respondents' answers to questions posed by researchers.

c. Observation was direct observation of the object under study, namely PT. Suka Fajar Padang.
2.   Research Library (library research) That is collecting data by studying the literature, thesis and other people's research results related to the issues discussed.

Population and sample

According to Sugiyono (2016:117) Population is a generalization area that has certain qualities and characteristics applied by researchers to study and then draw conclusions. In this study, the population was all employees of Pt. Suka Fajar Padang, totaling 50 employees. According to Sugiyono (2016:118) sample is part of the number of characteristics possessed by this population. This study took samples at the company Pt. Suka Fajar Padang. Given the small population, namely 50 employees, the sampling technique used is a total sample. so all objects in the population are taken as samples.

FINDINGS AND DISCUSSION
Multiple Linear Regression Analysis

Regression analysis here is in the form of path analysis which is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the quality relationship between predetermined variables. Path analysis in this study can be seen in the following table:

$$Z = a + b_1X1 + b_2X2 + e$$

The following is a table of the results of multiple linear analysis:

Table 1. Analysis of Multiple Linear Regression Human Relations and Locus Of Control, and Organizational Culture on Customer Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.957	2.148		4.636	.000
	Human Relation	.123	.048	.335	2.545	.014
	Locus Of Control	.149	.070	.272	2.139	.038
	Budaya Organisasi	.142	.057	.295	2.496	.016

a. Dependent Variable: Customer Satisfaction
Source: Primary Data (processed)

Based on the table 1. above, it can be seen that the regression equation was:

$$Z = 9,957 + 0,123X1 + 0,149X2 + 0,142X3 + e$$

Interpretation based on this equation can be interpreted as follows:

1. A constant of 9.957 means that if Human Relations, Locus of Control and Organizational Culture are not there, Consumer Satisfaction was still a constant of 9.957.
2. A positive regression coefficient of 0.123 meant that if Human Relations was increased by one unit, with the assumption that Locus Of Control and Organizational Culture was ignored, it would be resulted in an increase of Consumer Satisfaction of 0.123.
3. The positive regression coefficient was 0.149, meaning that if the Locus Of Control was increased by one unit, with the assumption that Human Relations and Organizational Culture were ignored, it would be resulted in an increase of Consumer Satisfaction of 0.149.
4. Positive regression coefficient of 0.142 meant that if the Organizational Culture was increased by one unit, with the assumption that Human Relations and Locus of Control were ignored, it would be resulted in an increase of Consumer Satisfaction of 0.142.

This analysis was used to determine the effect of Human Relations and Locus of Control, and Organizational Culture on OCB through Customer Satisfaction as an intervening variable. The form of regression is:

$$Y = a + b_3X1 + b_4X2 + b_5Z + e$$

The following is a table of the results of multiple linear analysis:

Table 1.2 Multiple Linear Regression Analysis Human Relations and Locus of Control, and Organizational Culture Against OCB through Customer Satisfaction as an Intervening Variable
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.089	2.608		2.718	.009
	Human Relation	.106	.052	.182	2.039	.047
	Locus Of Control	.292	.073	.338	3.981	.000
	Budaya Organisasi	.244	.061	.321	4.015	.000
	Kepuasan Konsumen	.393	.148	.249	2.661	.011

a. Dependent Variable: OCB
Source: Primary Data (processed)

Based on the table 1.2 above, it can be seen that the regression equation is:

$$Y = 7,089 + 0,106X1 + 0,292X2 + 0,244 X3 + 393Z + e$$

Interpretation based on this equation are:

1. A constant of 7.089 meant that if Human Relations, Locus Of Control, Organizational Culture and Customer Satisfaction did not exist, the OCB was still a constant of 7.089.
2. The positive regression coefficient was 0.106, meaning that if Human Relations was increased by one unit, with Locus Of Control, and Organizational Culture and Consumer Satisfaction are ignored, it would be resulted in an increase of OCB of 0.106.

3. Positive regression coefficient of 0.292 meant that if Locus Of Control was increased by one unit, with the assumption that Human Relations, Organizational Culture and Customer Satisfaction are ignored, it would be resulted in an increase in OCB of 0.292.
4. A positive regression coefficient of 0.244 meant that if the Organizational Culture was increased by one unit, with the assumption that Human Relations, Locus of Control and Consumer Satisfaction were ignored, it would be resulted in an increase of OCB of 0.244.
5. The positive regression coefficient was 0.393, which meant that if the Customer Satisfaction was increased by one unit, with the assumption that Human Relations and Locus Of Control, and Organizational Culture were ignored, it would be resulted in an increase in OCB of 0.393.

Model Accuracy Test
Test of the coefficient of determination (R2)

The coefficient of determination is used to measure how much the ability of the independent variable to describe the dependent variable. The coefficient of determination is between zero and one. Analysis of the coefficient of determination in multiple linear regression is used to determine the percentage of the contribution of the influence of the independent variables consisting of Human Relations and Locus of Control, and Organizational Culture on Customer Satisfaction. The results of the analysis of the coefficient of determination (R2) are shown in the following table:

Table 1.3 Results of Testing the Determination of Equation I

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763[a]	.582	.555	2.650

a. Predictors: (Constant), Organizational Culture, Locus Of Control, Human Relations

b. Dependent Variable: Customer Satisfaction

Source: Primary Data Processing Results, SPSS for windows version 16.0

Based on table 1.3 above, it was obtained the Adjusted R Square figure of 0.555, this shows that the contribution of the Human Relations and Locus of Control variables and Organizational Culture to Customer Satisfaction was 0.555 or 55.5%, while the remaining 44.5% is influenced by other variables.

Analysis of the coefficient of determination in multiple linear regression was used to determine the percentage of the contribution of the influence of the independent variables consisting of Human Relations and Locus of Control, and Organizational Culture towards OCB through Customer Satisfaction as an intervening variable.

Table 1.4 Results of Testing the Determination of Equation II

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914[a]	.835	.820	2.656

a. Predictors: (Constant), Kepuasan Konsumen, Budaya Organisasi, Locus Of Control, Human Relation

b. Dependent Variable: OCB

Based on the table 1.4 above, the Adjusted R Square figure was 0.820, this showed that the contribution of Human Relations and Locus of Control, and Organizational Culture variables to OCB through Customer Satisfaction as an intervening variable was 0.820 or 82.0% while the remaining 18.0% is influenced by other variables.

Path Analysis

Path analysis shows the magnitude of the total effect, direct effect and indirect effect of one variable on other variables. The results of data processing regarding the calculation of the direct, indirect, and total research variables are shown in the following table:

Table 1.5 Path Analysis Summary

Influence Variable	Influence Live	Indirect Influence Through Z	Influence Total	Sig.
$X_1 \to Z$	0,335	0,335 x 0,241 = 0,080	0,182 + 0,080 = 0,262	0,014
$X_1 \to Y$	0,182			0,047
$X_2 \to Z$	0,272	0,272 x 0,241 = 0,065	0,338 + 0,065 = 0,403	0,038
$X_2 \to Y$	0,338			0,000
$X_3 \to Z$	0,295	0,295 x 0,241 = 0,071	0,321 + 0,071 = 0,392	0,016
$X_3 \to Y$	0,321			0,000
$Z \to Y$	0,241			0,011

Source: Primary Data (processed)

CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn as follows:

1. There is a positive and significant influence between Human Relations on Customer Satisfaction at PT. Suka Fajar Veteran. With a significant level (0.014 <0.05).
2. There is a positive and significant influence between Locus Of Control on Customer Satisfaction PT. Suka Fajar Veteran. With a significant level (0.038 <0.05).
3. There is a positive and significant influence between Organizational Culture on Customer Satisfaction at PT. Suka Fajar Veteran. With a significant level (0.016 <0.05).
4. There is a positive and significant influence between Human Relations on OCB at PT. Suka Fajar Veteran. With a significant level (0.047 <0.05).
5. There is a positive and significant influence between Locus Of Control on OCB at PT. Suka Fajar Veteran. With a significant level (0.000 <0.05).
6. There is a positive and significant influence between Organizational Culture on OCB at PT. Suka Fajar Veteran. With a significant level (0.000 <0.05).
7. There is a positive and significant influence between Customer Satisfaction on OCB at PT. Suka Fajar Veteran. With a significant level (0.011 <0.05).
8. Customer Satisfaction mediates Human Relations to OCB. Where the direct relationship is greater than the direct relationship (0.262> 0.182), it can be obtained that mediation is accepted.
9. Customer Satisfaction mediates Locus Of Control towards OCB. Where the indirect relationship is greater than the direct relationship (0.403> 0.338), it can be obtained that mediation is accepted.
10. Customer Satisfaction mediates Organizational Culture towards OCB. Where the indirect relationship is greater than the direct relationship (0.392> 0.321), it can be obtained that mediation is accepted.

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