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THE EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AS MEDIATOR ON ORGANIZATIONAL CULTURE AND CAREER DEVELOPMENT TO IMPROVE PERFORMANCE OF SATPOL PP AT DKI JAKARTA

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Abstract This study aims to analyze the Effect of Organizational Citizenship Behaviour as a mediator, Organizational Culture, and Career Development on employee performance. The object of this research is employees who work at the Satpol PP Province of DKI Jakarta . This research was conducted on 98 respondents from a total population of 5,119 employees. The sampling technique uses Simple Random Sampling technique. Determination of the number of samples for this study using the Slovin Formula and the sample used from the number of 130 questionnaire respondents collected 98 questionnaires mincludes 5 regions which are in the Province DKI Jakarta. This research method uses a quantitative descriptive approach using a questionnaire and data analysis used is SEM-PLS with SMART-PLS (Partial Least Square) analysis 3.2.7. The results of this study indicate that Organizational Citizenship Behaviour (OCB), Organizational Culture and Career Development have a significant positive effect on employee performance. The results showed the influence of the Organizational Culture variable (X1) had a significant positive effect on the Performance variable (Y). The effect of career development latent variables (X2) on Performance latent variables (Y) is significantly positive. The effect of the latent variable Organizational Citizenship Behaviour (OCB) (Z) has a significant positive effect on the latent variable of Performance (Y). Organizational Culture Variable (X1) significantly influences Performance (Y) and there is a significant positive effect on the Career Development latent variable (X2) of the Latent Variable Organizational Citizenship Behaviour (OCB) as a mediator (Z).

Keywords: Organizational Citizenship Behaviour (OCB), Organizational Culture, Career Development, Structural Equation Model (SEM) Performance, Partial Least Square (PLS).

INTRODUCTION

The high performance of The Satpol PP employees is needed by each of its own organizations. Quality human resources are human resources who choose knowledge, abilities, skills and good attitudes at work. The increasingly complex social problems faced by citizens and the Government in DKI Jakarta cause social insecurity.

One example of social problems among adolescents experienced in DKI Jakarta Province is the rise of brawls that occur between students, the use of illicit chemicals (alcohol mixtures, drugs) and vandalism activities. The various violations of order were driven by the misperception of adolescents who considered the various activities as positive. In this case, the Satpol PP can have an active role to conduct educational and preventive activities to correct misconceptions in youth groups and this role has implications for the importance of human resources in the Satpol PP which has soft-skills, not just working using physical problem solving in security and order.

That the performance of employees in the DKI Jakarta Province of The Satpol PP in 2018 has changed every year, where in 2016 the performance of employees in the DKI Jakarta of The Satpol PP was 76.23% in the medium category, in 2017 an increase of 78.32%, Although the performance of employees has increased but the condition of agencies is still in the medium category, and in 2018 it has decreased again by 70.63% then it still remains in the moderate category. The highest performance achievement occurred in 2017 at 78.32% experiencing a better performance increase. Even with the same category of agency in the previous year and the lowest performance achievement occurred in 2018, amounting to 70.63%. This indicates a problem with employee performance. In accordance with direct observations and interviews conducted by researchers of the Head of DKI Jakarta Provincial Civil Service Subdivision.

From the Pre-Survey Results of the Research, it was concluded that there were 3 (three) variables that had an influence on the performance of the Satpol PP Province DKI Jakarta employees namely Organizational Culture variables (43%), Career Development (46%), Organizational Citizenship Behavior (30%) compared to variables variables such as Leadership Style, Loyalty, Work Motivation, and other variables.

In addition, there are differences in results in several previous studies between the variables of organizational citizenship behavior, organizational culture and career development on the performance of Satpol PP. Based on the description above, the researcher will examine in depth on " The Effects of Organizational Citizenship Behaviour As Mediator On Organizational Culture And Career Development to Improve Performance of Satpol PP at DKI Jakarta.

LITERATURE REVIEW

Organizational culture

Armstrong (2014) defines that Organizational Culture is a pattern of values, norms, beliefs, attitudes and assumptions that may not be articulated, but shapes the way other people behave and things that can be done, whereas Colquit et.al (2015). Reveal that organizational culture as shared social knowledge in an organization regarding rules, norms and values that shape the attitudes and behavior of its employees.

Meanwhile, according to Robbins and Judge in Wibowo (2015) organizational culture is a system of various meanings carried out by members that distinguishes an organization from other organizations.

Based on some of the opinions above it can be concluded that organizational culture is a value, norm, identity, and system that binds and determines the behavior of every employee in a company / organization. Organizational culture can be measured and achieved through

innovation and the courage to take risks, attention to small things, orientation to work, orientation to members of the organization, orientation to the team, aggressiveness and stability.

Career development

Mangkunegara (2013), career development is an employee activity that helps all employees plan their future careers to be organized and the employees concerned can develop themselves to the maximum. Individuals who want to develop their career must work as much as possible, namely by showing good performance.

Career development will benefit individuals and organizations. Through career development programs, companies will improve employee performance and productivity and will increase promotion opportunities for employees. According to Ardana, et al (2012), career development is a personal improvement done by someone to achieve a career plan and improvement by the agency unit of the organization itself to achieve a work plan in accordance with the path or level of the organization.

From some of the expert opinions above, it can be concluded that the focus of self-development is one of the programs that not only aims to improve the ability of employees but also helps to establish a clear career plan and improve the mental abilities of employees that have lasted for someone to become an employee in an organization that is realized through implementation of work which is the main task and function.

Organizational Citizenship Behaviour (OCB)

A modern organization / company needs employees who have integrity and commitment in carrying out their duties so as to boost the productivity of the company itself. In addition to individual skills, modern companies also really need employees who have high mobility or initiative in carrying out extra tasks individually or organizationally.

Aldag and Resckhe (Titisari, 2014) Organizational Citizenship Behaviour (OCB) is an individual contribution that exceeds the demands of roles in the workplace. This behavior is an added value for the individual which is one form of pro social behavior, namely positive, constructive and meaningful behavior that helps to support productivity.

Satpol PP Performance

Mangkunegara (2013) is work performance or work results both in quality and quantity achieved by HR unity of time period in carrying out his work in accordance with the responsibilities given in completing work, attention to quality in completion of work, ability to meet company targets and ability get the job done on time.

Abdullah (2014), performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Mental dexterity is measured through the ability of employees in understanding the direction given by the leader and the ability of employees to work with other colleagues.

From the various definitions according to the experts above it can be concluded that performance is the result of work that can be achieved by a person or group of people in an agency in accordance with their respective responsibilities in the context of achieving agency goals in accordance with certain principles. The work activities must be limited so that it can be completed in accordance with the specified targets and does not deviate from the company's objectives, in other words the performance is the work of employees in terms of quality and quantity based on specified work standards.

Framework

Charity, Bett Chepkosgey. (2015) states that Career Development has a positive and significant effect on Employee Performance. Andi Aina Ilmih, (2018) Organizational Culture and Organizational Citizenship Behaviour has a positive effect on employee performance. Erika Nindya Octaviani Hamidah Nayati Utami (2018) also stated that there was a significant influence on Organizational Citizenship Behavior (OCB) variables.) with Career Development Organizational Culture for employees.

Based on the explanation of the relationship between the variables described above, a framework can be made in the form of a chart that will be presented in Figure 1. below.

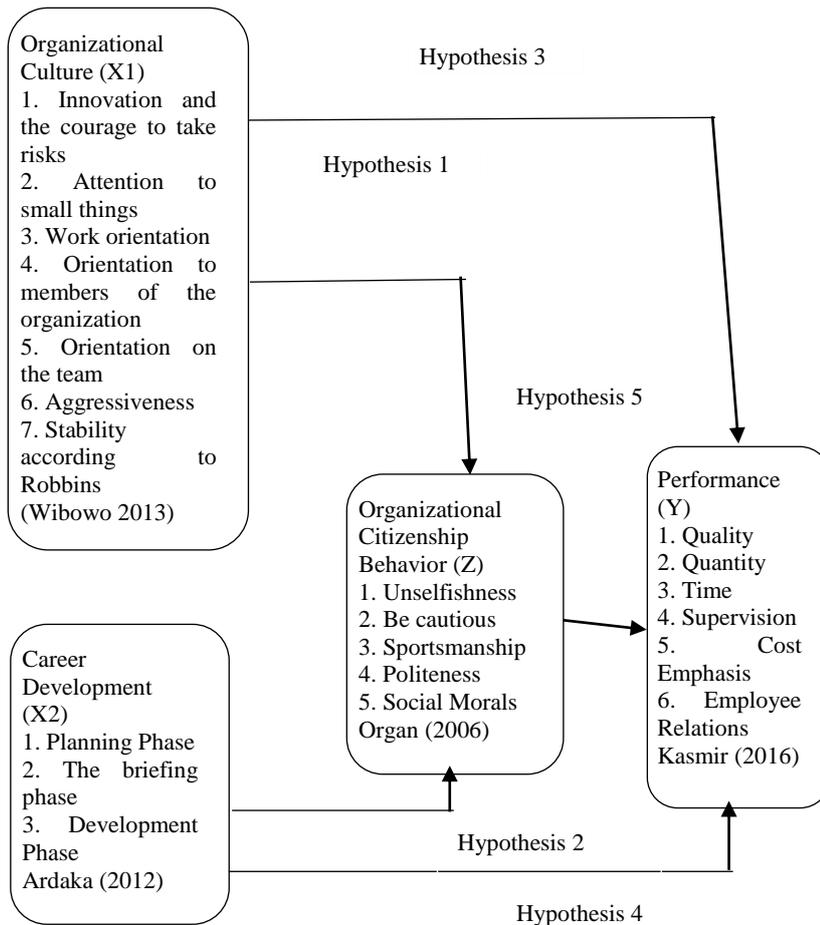


Figure 1. Framework

Hypothesis

Based on the research objectives and theoretical basis and the formulation of the problem previously described, the hypotheses proposed in this study are as follows:

Based on the above framework, the research hypothesis :

- H1 : Organizational Culture significant influence on Organizational Citizenship Behaviour (OCB)
- H2 : Career Development There is a significant influence of OCB
- H3 : Organizational Culture has a significant influence on the Satpol PP Employee Performance

H4 : Career Development significant influence on Satpol PP Employee Performance

H5 : OCB has as significant influence on Satpol PP Employee Performance

RESEARCH METHODS

This type of research is quantitative research using primary data in the form of surveys. This study was designed with the aim of being able to understand, explain, and analyze correlations between the independent variables and the dependent variable. The independent variables in this study are Organizational Culture (X1) and Career Development (X2). The dependent variable is a variable that is influenced by the independent variable. The dependent variable in this study is Organizational Citizenship Behaviour (OCB) as a mediator (Z) and Satpol PP (Y) Performance. The conclusion above can be seen in table 1.

No	Variable	Description
1	Organizational Citizenship Behaviour (Z)	Organizational Citizenship Behavior is an individual contribution that exceeds the demands of the role at work. This behavior is an added value for these individuals which is one form of pro-social behavior, namely positive, constructive and meaningful behavior helping to support the productivity of Titisari 2014.
2	Organizational Culture (X1)	Organizational Culture is a set of values, principles and traditions and ways of working that are shared and influence the behavior and actions of members working with other organizations.
3	Career Development (X2)	Career Development is a personal improvement done by someone to achieve a career plan and improvement by the agency of the organizational unit itself to achieve a work plan in accordance with the path or level of the organization (Ardaka et al 2012).
4	Performance (Y)	Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period (Kashmir 2016).

Source: Researcher's processed data (2019).

Population and Sample

In this study the population used was all Satpol PP DKI Jakarta Province employees consisting of 5 (five) Central, South, West, East and North Jakarta areas totaling 5,119 people. The sample in this study used a stratified proportional random sampling technique by determining the number of samples to be taken in the study using the Slovin formula. The number of samples and the distribution of questionnaires were 131 people, but only 98 questionnaires were collected.

Analysis Method

In looking for the effect of each variable, researchers used Statistical Software, SmartPLS version 3.2.7. The data analysis technique used in this quantitative study uses descriptive statistics and inferential statistical analysis. Descriptive statistics are statistics used to analyze data by describing or describing data that has been collected as it is without intending to make generally accepted conclusions or generalizations (Sugiyono, 2016). In accordance with the hypotheses that have been formulated, in this study inferential statistical

data analysis is measured using SmartPLS (Partial Least Square) software starting from the measurement model (outer model), structure model (inner model) and hypothesis testing.

FINDINGS AND DISCUSSION

Research Results and Discussion

The results of this study will be explained by descriptive statistics and inferential statistics using secondary data and primary data obtained during the study.

4.1. Evaluation of Measurement Model (Outer Model)

Done to find out the validity and reliability that links between indicators with latent variables. The loading factor value used in this study is > 0.5 so that if the loading factor value < 0.5 in the calculation results of the measurement model (outer model) will be excluded from the model. Seen in diagram 1 for each variable below.

Table 2.
The Value of Cross Loading Variables in Organizational Culture and the Research Model Construction

Indicator	BC	CD	OCB	Performance
BC 1	0,641	0,478	0,524	0,478
BC 2	0,711	0,517	0,601	0,491
BC 3	0,775	0,656	0,619	0,627
BC 4	0,726	0,637	0,620	0,673
BC 5	0,741	0,632	0,654	0,642
BC 6	0,755	0,600	0,614	0,623
BC 7	0,674	0,589	0,539	0,552
BC 8	0,707	0,631	0,581	0,611
BC 9	0,740	0,613	0,555	0,597
BC 10	0,699	0,563	0,514	0,574
BC 11	0,741	0,604	0,650	0,592
BC 12	0,733	0,589	0,571	0,602

Source: Researcher's processed data (2019).

Table 3.
Value of Cross Loading Variables in Career Development and Research Model Construction

Indicator	BC	CD	OCB	Performance
CD 1	0,570	0,709	0,570	0,608
CD 2	0,581	0,685	0,496	0,563
CD 3	0,622	0,692	0,549	0,606
CD 4	0,607	0,771	0,659	0,699
CD 5	0,587	0,717	0,507	0,603
CD 6	0,537	0,703	0,446	0,549
CD 7	0,575	0,696	0,514	0,571
CD 8	0,595	0,688	0,558	0,648
CD 9	0,588	0,700	0,581	0,576
CD10	0,541	0,727	0,546	0,540
CD11	0,542	0,728	0,555	0,612

Source: Researcher's processed data (2019).

Table 4.
Value Cross Loading Variable OCB and Construct Research Model

Indicator	BC	CD	OCB	Performance
OCB 1	0,602	0,617	0,727	0,708
OCB 2	0,663	0,631	0,783	0,704
OCB 3	0,453	0,467	0,582	0,460
OCB 4	0,393	0,426	0,576	0,422
OCB 5	0,717	0,737	0,890	0,777
OCB 6	0,642	0,649	0,845	0,742
OCB 7	0,726	0,737	0,886	0,810
OCB 8	0,749	0,681	0,878	0,756
OCB 9	0,783	0,721	0,898	0,778
OCB 10	0,714	0,671	0,902	0,737
OCB 11	0,704	0,692	0,854	0,743
OCB 12	0,691	0,638	0,846	0,728
OCB 13	0,740	0,637	0,840	0,723
OCB 14	0,647	0,555	0,838	0,704

OCB 15	0,698	0,618	0,867	0,764
OCB 16	0,705	0,700	0,899	0,810
OCB 17	0,726	0,690	0,859	0,779

Source: Researcher's processed data (2019).

Table 5.
**Value of Cross Loading Performance Variables
and Research Model Constructions**

Indicator	BC	CD	OCB	Performance
Performance 1	0,638	0,647	0,709	0,790
Performance 2	0,634	0,643	0,736	0,788
Performance 3	0,650	0,622	0,725	0,818
Performance 4	0,670	0,711	0,740	0,834
Performance 5	0,662	0,695	0,773	0,796
Performance 6	0,633	0,660	0,722	0,815
Performance 7	0,689	0,680	0,693	0,812
Performance 8	0,702	0,744	0,706	0,835
Performance 9	0,739	0,748	0,774	0,878
Performance 10	0,726	0,728	0,737	0,852
Performance 11	0,654	0,659	0,632	0,799
Performance 12	0,616	0,655	0,648	0,795
Performance 13	0,655	0,679	0,649	0,793
Performance 14	0,700	0,716	0,679	0,812
Performance 15	0,695	0,729	0,709	0,823
Performance 16	0,712	0,764	0,763	0,853
Performance 17	0,634	0,643	0,736	0,788

In addition, the AVE value is also used as an indicator of the assessment of convergent validity. (Ghozali and Latan, 2012) the value of AVE > 0.5, Table 6

Table 6.
Average Variance Extracted (AVE) Value of Each Variable

Variable	AVE
Organizational Citizenship Behaviour (Z)	0,514
Orgazizational Culture (X1)	0,670
Career Development (X2)	0,689
Performance (Y)	0,508

Source: Researcher's processed data (2019).

Evaluation of convergent validity from internal consistency reliability checks can be seen from the Cronbach's Coefficient Alpha and Composite Reliability (CR) values shown in table 7.

Table 7.
Cronbach Coefficient Alpha and Composite Reliability (CR) Value

Variable	Cronbach's coefficient Alpha	Composite Reliability
Organizational Citizenship Behaviour (Z)	0,921	0,932
Orgazizational Culture (X1)	0,967	0,925
Career Development (X2)	0,972	0,975
Performance (Y)	0,912	0,970

Source: Researcher's processed data (2019).

In table 7 it is known that the Cronbach's Coefficient Alpha value and Composite Reliability value for all research variables are more than 0.80 or even close.

to 1. These values have exceeded the standard, respectively > 0.6 and > 0.7, so that all variables in the study are declared reliable.

Evaluation of Structural Model (Inner Model)

Based on the calculation using SmartPLS version 3.2.7 bootstrapping, the path coefficient results that illustrate the strength of the relationship between constructs / variables As shown in Table 8 and Table 9 below.

Table 8. Path Coefficient Test Results

Variable	Coefficient of Direct Effect	Significant	information
OC (X1) → P (Y)	0,135	0,068	Significant
OC(X1) → OCB (Z)	0,538	0,000	Significant
OCB (Z) → P (Y)	0,471	0,000	Significant
CP (X2) → P (Y)	0,374	0,000	Significant
Cd(X2) → OCB (Z)	0,337	0,000	Significant
OC(X1) → OCB (Z) → P (Y)	0,254	0,000	Significant
CD (X2) → OCB (Z) → P (Y)	-0,159	0,002	Significant

There is a significant effect if the significance value is below 0.05 or 0.10. The above results concluded that:

1. Organizational Culture influences 0.135 on performance with a T-Statistic value of 1.490 and P-Values of 0.068 (significance less than 0.10). The coefficient value is positive, which is equal to 0.135 meaning that the Organizational Culture variable (X1) has a positive effect on the Performance variable (Y).
2. Career Development has an effect of 0.374 on performance with a T-Statistic value of 3.752 and P-Values of 0,000 (significance less than 0.05). The coefficient value is positive, which is equal to 0.374 which means Career Development (X2) has a positive effect on the Performance variable (Y).
3. Organizational Citizenship Behavior (Z) has an effect of 0.471 on performance with a T-Statistic value of 4,813 and a P-Values of 0,000 (significance less than 0.05). The coefficient value is positive, that is 0.471, which means that the Organizational Citizenship Behavior (Z) variable has a positive effect on the Performance variable (Y).
4. Organizational culture has an effect of 0.538 on OCB with a T-Statistic value of 5.362 and P-Values of 0,000 (significance less than 0.05). The coefficient value is positive, that is 0.538, which means that the Organizational Culture variable (X1) has a positive effect on the Performance variable (Y).
5. Career development has an effect of 0.337 on OCB with a T-Statistic value of 3.457 and P-Values of 0,000 (significance less than 0.05). The coefficient value is positive, that is 0.337, which means that the Career Development variable (X2) has a positive effect on the Organizational Citizenship Behavior (Z) variable.

4.3. Validate the Overall Structural Model with the Goodness of Fit Index

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through calculations as follows:

$$\text{GoF} = \sqrt{(\text{AVE} \times R^2)}$$

$$\text{GoF} = \sqrt{(0.595 \times 0.294)}$$

$$\text{GoF} = \sqrt{0,175}$$

GoF = 0.418

Information :

AVE = $(0.514 + 0.508 + 0.689 + 0.670) / 4 = 3.115 / 4 = 0.595$

R square = $(0,700 \times 0.840) / 2 = 0,294$

The results of the Goodness of Fit Index (GoF) calculation showed a value of 0.418. Based on these results it can be concluded that the combined performance of the measurement model (outer model) and structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.25.

4.4. Correlation Analysis Between Dimensions

Correlation matrix between dimensions is intended to determine the dimensions of the independent variable (Organizational Culture and Career Development) which has the highest correlation value with the dimensions of the mediator variable (OCB) and the dimension of the dependent variable Y (the performance of the Satpol pp).

Table 9.
Dimension Correlation Results for OCB and Performance

Dimensions	OCB		Performance		Description
	coefficient	Sig.	coefficient	Sig.	
Organizational Culture Variable					
Innovation and courage take the risk	0,661	0,000	0,583	0,000	Significant
Attention to detail	0,776	0,000	0,793	0,000	Significant
Orientation to results	0,611	0,000	0,601	0,000	Significant
Team orientation	0,612	0,000	0,675	0,000	Significant
Orientation to humans	0,709	0,000	0,736	0,000	Significant
Aggressiveness	0,565	0,000	0,585	0,000	Significant
Stability	0,515	0,000	0,541	0,000	Significant
Career Development Variables					
Planning Phase	0,740	0,000	0,811	0,000	Significant
Briefing Phase	0,649	0,000	0,759	0,000	Significant
Development Phase	0,731	0,000	0,758	0,000	Significant

Source: Researcher's processed data (2019).

From the table above, it can be explained that there is a correlation between the dimensions of organizational culture and career development variables on organizational citizenship behavior. All dimensions have a significant relationship to organizational citizenship behavior.

The dimension of attention to detail has the highest correlation with organizational citizenship behavior with a correlation coefficient of 0.776. In the correlation of dimensions of organizational culture and career development dimensions to performance, all dimensions have a significant relationship to performance. dimension of the planning phase has the highest correlation with performance with a correlation coefficient of 0.811.

4.5. Discussion

The influence of each research variable is related to the theory and a review of previous research can be explained in the discussion of the results of the research in detail as follows.

The Effect of Organizational Culture on OCB (Hypothesis 1)

P-value of 0.068 (significance smaller than 0.01) the influence of organizational culture variables on organizational citizenship behavior (OCB) ($BO \square OCB$) of 0.135 with a T-Statistic value of 1.490 and the original sample was positive so H_0 was rejected and

concluded that organizational culture has a positive and significant effect on performance, if the organization implements SOP standards and is committed, it will affect the performance of employee behavior and vice versa to the organization itself. This is consistent with the research conducted by Amin Nikpour (2017) and I Gusti Agung Maya Prbasari, Luh Kadek Budi Martini, Nengah Suardika (2018) which shows the results that organizational culture directly and indirectly influences organizational performance through employee commitment where indirect effect is more significant.

Effect of Career Development on OCB (Hypothesis 2)

P-value of 0,000 (significance less than 0.05) the effect of career development variables on organizational citizenship behaviour (OCB) of 0.374 with a T-Statistic value of 3.752 and the original sample was positive then H_0 was rejected and concluded that career development has a positive and significant effect on OCB. And it can be concluded that the increase in organizational citizenship behavior (OCB) is influenced by two main factors, namely factors originating from within employees (internal) such as morals, satisfaction, positive attitudes, etc. while factors originating from outside employees (external) such as the system management, leadership systems, corporate culture.

Career development is related to employee work performance, loyalty to the organization, mentors and sponsors, support from subordinates and opportunities for growth. So, career development becomes a complex factor in influencing organizational citizenship behavior (OCB) because it has two factors both internal (employee achievement, loyalty to the organization) and externally (mentors and sponsors, support of subordinates, opportunities for growth).

Organizational citizenship behaviour (OCB) is associated with an interest in the organization, this is displayed not only through the implementation of their obligations, but also includes efforts to help colleagues, protect organizational resources and make all efforts that have exceeded the minimum standards that must be met by an employee . When an employee does this, the organization does not provide certain financial rewards for them, but this behavior becomes a recommendation for the company to carry out promotions and promotions for the employee. This is consistent with the research conducted by Panigoro, Sutrisno, Federik Worang, Jantje Uhing (2016) and Erika Nindya Octaviani Hamidah Nayati Utami (2018) which showed a significant effect on the variable organizational citizenship behaviour (OCB).

Effect of Organizational Culture on Performance (Hypothesis 3)

A p-value of 0,000 (significance less than 0.05) influences organizational culture variables on performance (BO-KNRJ) of 0.471 with a T-Statistic value of 4,813 and it can be concluded that the application of organizational culture contributes to the improvement of career development and also has an impact on the performance of the municipal police officers themselves. Satpol PP employees already have a fairly high organizational culture and the performance of work that is in accordance with the standards set by the agency unit itself. The impact shown is also positive, meaning that an increase in one unit of each variable can deliver an increase in other variables. Thus, it can be shown based on the results of this study and also previous research along with theoretical studies from various experts that work motivation acts as an intermediate variable in explaining the influence of organizational culture on employee performance. Susetyo, Widyanto Eko, Amiartuti Kusmaningtya S and Hendro Thajono (2014) and Amin Nikpour (2017) who show that

organizational culture directly and indirectly influences organizational performance through employee commitment where indirect influence is more significant.

Effect of Career Development on Performance (Hypothesis 4)

P-value 0,000 (significance less than 0.05) Organizational culture influences 0.538 on career development (PK-KNRJ) with a T-Statistic value of 5.362. It can be concluded that career development as an HR management activity is basically aimed at improving and increasing the effectiveness of implementation by the PP Satpol employees, so that they are able to provide the best contribution to realizing organizational performance.

Work performance is getting better and improved, it directly affects the opportunity for an employee to obtain the position / position that is expected and aspired. Thus through career development, employees are encouraged or motivated to be able to carry out their tasks effectively and efficiently, because the more effective and efficient employees work, the greater the possibility of the organization to increase organizational performance to the maximum. In this case career development is highly expected by every employee, because with this career development will get rights that are better than what was previously obtained both material and non material. n from the results of previous studies Jeanette A Porter, Ed.D. (2015) and Kurniawan Donny and Tri Yuniati (2017) who show that Career Development influences the performance of employees and organizations / companies.

The Effect of OCB on Performance (Hypothesis 5)

P-value 0,000 (significance less than 0.05) career development has an effect of 0.337 on organizational citizenship behavior (OCB) with a T-Statistic value of 3.457 and it can be concluded with the results of this study the organization is expected to provide training and development of employees, especially employees of the municipal police who are operational / in the field to raise awareness about the importance of change in the organization. It can also be a reference so that organizational change can be followed by the awareness of employees to follow and develop with the organization. The PP Satpol employees in carrying out their duties and obligations are able to work together and please help continue to exist, so they can continue to improve employee performance. Based on the results of previous studies Andi Aina Ilmih, (2018) and Yumna Dalian Putri Hamidah Nayati Utami, unfortunate (2017) by showing a significant influence on OCB variables namely Altruism Conscientiousness, Sportsmanship, Courtesy, Civic Virtue as independent variables simultaneously on employee performance.

CONCLUSION AND SUGGESTION

Based on the results of the research and discussion in the previous chapters, several conclusions can be made as follows:

1. Organizational Culture has a significant positive effect on Organizational Citizenship Behavior (OCB), with the most influential organizational culture dimension.
2. Career Development has a significant positive effect on Organizational Citizenship Behavior (OCB), Career Development Variables have a positive effect on organizational Citizenship Behavior so that it can be interpreted as having a positive influence or increasing career development, organizational citizenship behavior will also increase and vice versa.
3. Organizational Culture has a significant positive effect on the performance of Satpol PP, the more variable organizational culture increases, the performance will also increase and vice versa.

4. Career Development has a significant positive effect on the performance of Satpol PP, meaning that the career development variable increases, the performance will also increase and vice versa.
5. Organizational Citizenship Behavior (OCB) has a significant positive effect on the performance of Satpol PP. The variable organizational citizenship behavior has a positive effect on performance so that it can be interpreted as a positive influence or an increase in Organizational Citizenship Behavior, so performance will also increase and vice versa.

Based on the results of the analysis of the discussion and some conclusions above, the suggestions that can be given to complete the results of this study are as follows:

1. Employee training and competency programs need to be made which include activities aimed at improving and growing abilities (attitudes), attitudes (attitudes), and skills (skills). From these activities, Satpol PP Employees are expected to produce behavioral changes, Organizational Culture that has an impact on improving the performance of Satpol pp employees in carrying out their duties and obligations according to SOP.
2. Training and Socialization of Regional Regulations and Scope of Work are needed to be carried out internally in Satpol PP units or at BPSDM determined to organize training. The training material must be presented with current issues that are developing and keep abreast of current science and technology. The ability of Satpol PP in managing and using digital technology to obtain and manage information is very important in the implementation of work activities both in the field (outdoor) and in the office (indoor) in order to be realized in the service of society in a prefective and humanist manner.
3. The highest leadership to the Regional Level needs to improve supervision activities systematically according to operational guidelines and SOPs by directing, guiding, motivating, facilitating and influencing Satpol PP employees in the process of increasing work and public services in order to achieve the goals of the organization's vision and mission.
4. The highest level leadership to the regional level Giving Sepirit and Motivation to Satpol PP employees raises the spirit of cooperation, enthusiasm, and optimism among colleagues and their work environment. Leaders can receive and support Satpol PP employees if they work in providing support, innovative and creative advice by encouraging Satpol PP employees to ask assumptions, come up with new ideas and methods, and propose an old approach with a new perspective.
5. Give awards to the achievements of Satpol PP employees who have good performance achievements, this award can be made based on an agreement between fellow Employees and the highest level of leadership in the Region. The award can be made based on an assessment of the aspects or assessment of SKP and Performance Targets for each month in order to motivate and reduce the boredom of daily work.

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