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## INFLUENCE OF ORGANIZATIONAL COMMITMENT, WORK SATISFACTION, WORK MOTIVATION TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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**Abstract:** The purpose of this study was to measure the effect of organizational commitment, job satisfaction and work motivation on organizational citizenship behavior in SMK Satria Srengseng teachers, this research is quantitative. The population is all teaching teachers and staff. The technique in taking samples uses nonrandom sampling in the form of saturated samples with a total of 70 teachers. Data obtained from the results of the study were analyzed using multiple linear regression. T-test results for the variable organizational commitment, job satisfaction and partial work motivation are positive and significant for organizational citizenship behavior (OCB). F-test results for the variable organizational commitment, job satisfaction and work motivation together are significant for organizational citizenship behavior (OCB). Suggestions for further research are to include other variables that also have a strong influence in shaping organizational citizenship behavior (OCB).

**Keywords:** Organizational Commitment; Job Satisfaction; Work Motivation; OCB

### INTRODUCTION

Law number 20 of 2003 article 3 outlines the purpose of the existence of national education, which is to develop the potential of students so that they can become human beings who have faith and have piety towards God Almighty, have noble, independent, creative, healthy, competent, knowledgeable and become responsible citizens and carry democratic values. In addition to the Law on national education, Satria Vocational School is a school that has a vision of realizing a generation of godly, intelligent, skilled and environmentally friendly. In realizing the goals of national education as well as the vision of the Satria Vocational School, it takes more effort from the teaching teachers to be able to

create a generation that is in line with the goals of national education as well as the vision of Vocational Satria. One form of more effort from teaching teachers can be reflected in the behavior of teachers who voluntarily help others outside the main responsibilities and provide support to the organization.

According to Wirawan (2017:780) Organizational Citizenship Behavior is voluntary behavior in the workplace where employees do it freely, voluntary behavior is not included in one's job requirements or organizational requirements so it is not associated with the organization's reward system but if implemented will improve the function from an organization. According to Yen and Niehoff (in Afsar and Badir, 2016:252) research on Organizational Citizenship Behavior is very important because superiors or principals see it as beneficial while for teachers or workers involved in school organizations as assets to improve company or school performance.

According to Robbins and also Judge (2013:74) organizational commitment is a process of self-identification carried out by employees or workers of the organization in the place of work and has the desire and purpose to remain a member of the organization from the place of work. Based on the results of research conducted by Claudia (2018: 38) organizational commitment has a positive influence on organizational citizenship behavior.

According to Wirawan (2017:756) Job Satisfaction is defined as the attitudes or feelings of individuals towards various aspects of their work where those feelings or attitudes can be positive or negative. Based on previous research conducted by Sawitri et al. (2016: 36) where job satisfaction has a significant effect on organizational citizenship behavior.

Tella et al. (In Hutabarat, 2015:297) Work motivation is the process of giving a stimulus to someone so that the person wants to do their work to achieve the desired goal. Therefore Luthams & Pinder (in Hutabarat, 2015:297) argues that teacher work motivation is called the energy that comes from inside or outside that makes the teacher do his activities, and to intensify the direction, intensity and duration in order to achieve the teaching objectives appropriately. Based on previous research by Osman et al. (2015:179) where work motivation has a significant influence on organizational citizenship behavior.

## LITERATURE REVIEW

### Organizational Citizenship Behavior

Podsakoff et al. (2018) defines Organizational Citizenship Behavior or OCB as a type of voluntary communication and is a contribution that is not directly related to the requirements in a job. Organ (in Duyar and Normore, 2012: 5) states that Organizational Citizenship Behavior is the behavior of someone who is voluntary, indirect or accessible, obtains an assessment of the formal reward system, and can help the effectiveness of various organizational functions.

According to Organ (in Shanker, 2016: 400) Organizational Citizenship Behavior has five dimensions as follows:

- a) Sportsmanship is an employee who is willing to tolerate the inconvenience he receives and does the work without complaints.

- b) Altruism, namely employees willing to help other employees or avoid creating problems with other employees who are related to their work.
- c) Civic virtue, that is, employees are willing to participate in organizational governance, engage in policy debates, and keep important company secrets at great personal expense.
- d) Courtesy, namely employee behavior in warning other employees in the organization about changes that occur in the organization so that it can affect the work of the employee.
- e) Conscientiousness, namely employees carrying out tasks beyond the minimum requirements while still paying attention to details, following rules or procedures. Employees maintain scheduled work schedules and improve service reliability.

### **Organizational Commitment**

According to O'Reilly and Chatman (in Pylvelder 2016: 23) organizational commitment is defined as a form of psychological attachment to individuals towards an organization. According to Rivai and Mulyadi (2012: 246) organizational commitment is a condition where workers or employees sided with a particular organization and followed the goals of the organization and then accompanied by the intention to maintain membership in the organization.

According to Allen and Meyer (in McCarthy et al., 2013: 151) organizational commitment has three dimensions, namely:

- a) Commitment to continuation is the desire of individuals to remain with the organization for personal gain related to the length of work.
- b) Affective commitment that is the emotional attachment of a person with his organization so that makes a strong desire to identify himself into the organization and enjoy involvement and membership in the organization
- c) Normative commitment, namely individuals feel obliged to stay together in the organization and continue their work.

### **Job Satisfaction**

Robbins & Judge (2013: 79) defines job satisfaction, which is a positive feeling about work and is obtained from the assessment of things contained in a job. According to Rivai and Mulyadi (2012: 246) job satisfaction is a form of evaluation or assessment carried out by workers regarding how far the work they are doing now can satisfy their overall needs. Rezaei (2016: 7-10) divides the dimensions of job satisfaction into nine, namely pay, promotion, fringe benefits, coworkers, communication, supervision, contingent rewards, nature of work, operating procedures.

### **Work Motivation**

According to Robbins and Judge (2013: 202) motivation is defined as a process that takes into account the direction, intensity, and persistence of striving from individuals in

achieving a goal. When associated with work motivation, the perseverance of trying from an individual is directed at the goals of his work.

According to McClelland (in Latif and Latief, 2018: 115) work motivation has three dimensions, namely:

- a) The need for achievement (motivation for achievement). This need is in the form of encouragement to outperform and relate to something that is standardized and wrestles towards success.
- b) The need for power (motivation for power). This need is the need to make other individuals behave in a way that is coercive or a manifestation of one's expression to influence and control the behavior of other individuals.
- c) The need for affiliation / belonging (motivation for affiliation / ownership). This need is a need to establish relationships with other individuals who are familiar and friendly where someone tries to express a close desire to establish friendships with other parties.

## RESEARCH METHODS

Based on the title and background of the problem previously discussed, this type of research falls into the category of causality research. According to Ferdinand (2014: 7) causality research is a form of research with the aim of seeking understanding of the causal relationship between more than one variable that has been developed in management.

According to Ferdinand (2014: 171) population is a combination of all the elements that can form events, things or individuals who have similar characteristics or characteristics and become the focus of a researcher. The study population of 70 people.

Sampling in this study uses the category of nonprobability sampling in the form of saturated sampling. According to Indra and Cahyaningrum (2019: 54) nonprobability sampling is a way of determining samples where members of the population do not get the same opportunity during the sample selection process. According to Sugiyono (2014: 126) saturated sample is a sampling technique if all members in the population are sampled and this technique is often used in populations with small numbers or in studies that aim to generalize with relatively small error rates.

According to Ferdinand (2014: 229) descriptive statistics are used to get an empirical picture through data obtained through research where the types can be frequency distribution, average statistics or index numbers.

Validity test is carried out using the Statistical Package Service Solution (SPSS) number 25 program using correlations from Pearson Product Moment. The principle of validity testing on Pearson Correlation Product Moment is by connecting the score of each item with the total score obtained. The process of knowing whether an item is valid or not can be seen in the magnitude of significance where if the significance is less than 0.05 then the item is considered valid or valid but conversely if the significance is greater than 0.05 then an item is considered invalid or invalid. Another method is to compare the r count (the result of data processing) with the r table score (obtained from r table), if the value is positive and r the calculated result is greater than r in the table then the item is considered valid, applies vice

versa if r count results are more smaller than r in the table then the item is considered invalid (Purnomo, 2017: 70).

According to Ferdinand (2014: 218) a scale or measurement instrument is considered to be reliable if the instrument consistently or consistently produces relatively similar values each time a measurement is made. According to Herlina (2019: 70) the reliability test using the Cronbach alpha method is generally divided into categories:

- Cronbach's alpha with a value  $<0.06$  = reliability is not good
- Cronbach's alpha with a value of  $0.6 - 0.79$  = reliability is accepted
- Cronbach's alpha with a value  $> 0.08$  = good reliability

Normality test is used to see the value of residuals having a normal distribution or even having an abnormal distribution. The model in regression is said to be good if the value of the residuals is fairly or normally distributed. In the normality test that is tested is the residual value only and not each variable (Ansofino et al., 2016: 94). In this study the normality test used by the name Kolmogorof-Smirnov. According to Ismail (2018: 193) the Kolmogorof-Smirnov test was carried out by comparing the distribution of research data with the standard normal distribution in which the standard normal distribution was distributed in the form of z-scores.

Multicollinearity test is used to determine the presence and absence of a high relationship between each independent variable in the multiple linear regression model. If there is a high relationship between independent variables, it can interfere with the relationship that occurs between the independent variable and the dependent variable (Ansofino et al., 2016: 94). This multicollinearity test uses Pearson correlation on each independent variable.

Heteroscedasticity testing is used to determine the presence or absence of dissimilarities from one observation residual to another. A regression model can qualify if the residuals of observations from one to another have similar variance (Ansofino et al., 2016: 94). The method used in this heteroscedasticity test is Glejser. The Glejser method is done through the process of regressing independent variables on absolute residual values. If the significance value of the independent variable over the absolute residual value is greater than 0.05, it is stated that there are no symptoms of heteroscedasticity.

According to Ghozali (2013: 96) multiple regression analysis is an analysis used to measure the effect of two or more independent variables on the dependent variable and also to determine the direction of the relationship that occurs between the independent variable and the dependent variable.

Multiple regression analysis is required to meet the requirements of the classic assumption test which has a normal distribution of data, non-multicollinearity and non-heteroscedasticity.

This study uses a hypothesis test in the form of a determination test ( $R^2$ ), F-test, t-test, and correlation test between dimensions.

F statistical test is used to determine whether the independent variables contained in the regression model have a joint or simultaneous effect on the dependent variable. The results of the F test calculation are then compared with the F table values. If the value of F

from the calculation results is greater than F in the table, together or simultaneously the independent variables affect the dependent variable. F-test decision making can be seen from the large significance. If the significance is below 5% or 0.05, together or simultaneously the independent variable has an influence on the dependent variable, and vice versa if the significance is above 5% or 0.05, then simultaneously or simultaneously the independent variable has no effect on dependent variable (Ma'arif in Wati and Primyastanto, 2018: 196).

Partial or t-test is used to find out individually or partial influence of the independent variable on the dependent variable. T test is carried out by making comparisons of the calculated t value with the t value in the table or seeing the significance value. For example the value of t arithmetic > table t and the value of the significance < $\alpha$  0.05 can be said to be the independent variable has a significant effect on the dependent variable. The reverse also applies if the value of t arithmetic <from t table and the value of the significance>  $\alpha$  0.05, it can be said that the independent variable does not have a significant effect on the dependent variable (Rusmana et al., 2019: 200)

The use of the coefficient of determination (R<sup>2</sup>) can get a picture of how closely the regression relationship between the independent variables with the dependent variable. The higher the value of R<sup>2</sup> ( $0 \leq R^2 \leq 1$ ) the higher the estimate of a regression model (Nugraha, 2014: 191). The degree of determination coefficient can be calculated using the formula:

$$BC = r^2 \times 100\%$$

Information:

KD: Determination Coefficient Value

R<sup>2</sup>: Correlation Coefficient Value

Correlation analysis in statistical analysis is used to measure the level of relationship that occurs between the independent variables with the dependent variable. Correlation analysis between dimensions is used to determine the relationship of the dimensions of the independent variable to the dependent variable. Data processing in correlation analysis between dimensions uses SPSS (Statistical Product for Service Solution) version 25.

## **FINDINGS AND DISCUSSION**

### **Validity and Reliability Test**

The results of the validity and reliability test obtained valid and reliable items as many as 19 items of organizational commitment variables, 36 items of job satisfaction variables, 13 items of work motivation variables, 19 items of organizational citizenship behavior variables

### **Normality Test**

Normality test is used to determine whether or not the distribution of samples from the study population is normal. The normality test can only be carried out after passing the stages of the validity and reliability tests. The normality test in this study uses the nonparametric test that is Kolmogorov-Smirnov. The normality test has the results which can be seen in the table below:

**Table 1 Normality Test Results**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residual
N		70
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	7.85295835
Most Extreme Differences	Absolute	0.086
	Positive	0.057
	Negative	-0.086
Test Statistic		0.086
Asymp. Sig. (2-tailed)		0.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

(Source: data processing, 2020)

The assessment criteria of the Kolmogorov-Smirnov Test are if asymp. Sig less than 0.05, you could say the residual data are not distributed in normal form. If asymp. Sig less than 0.05, you could say the residual data is distributed in normal form. In Table 1 shows the results of 0.2 which means greater than the value of 0.05. This indicates that the residual data is normally distributed.

### Multicollinearity Test

The second classic assumption test is the multicollinearity test. The results of this multicollinearity test were seen based on the amount of tolerance and variance inflated factor (VIF). The results of multicollinearity testing in this study will be displayed in the table below:

**Table 2 Multicollinearity Test Results**

<b>Independent Variable</b>	<b>Tolerance Value</b>	<b>VIF Value</b>	<b>Result</b>
Organizational Commitment (X <sub>1</sub> )	0.376	2.660	Non Multicollinearity
Job Satisfaction (X <sub>2</sub> )	0.325	3.072	Non Multicollinearity
Work Motivation (X <sub>3</sub> )	0.379	2.640	Non Multicollinearity

(Source: data processing, 2020)

Referring to table 2, the tolerance score for each variable is greater than 0.1 and the VIF value for each variable is smaller than 10 so that it can be concluded that the regression model in this study is free from multicollinearity between independent variables.

### Heteroscedasticity Test

The last classic assumption test is the heteroscedasticity test. This test is done after passing the normality test and multicollinearity test. The heteroscedasticity test in this study used the Glejser method by conducting a regression analysis of the independent variables on the absolute residual value. The results of heteroscedasticity testing can be seen in the following table:

**Tabel 3 Heteroscedasticity Testing Results**

Independent Variable	Sig.	Result
Organizational Commitment (X <sub>1</sub> )	0.204	Non Heteroscedasticity
Job Satisfaction (X <sub>2</sub> )	0.181	Non Heteroscedasticity
Work Motivation (X <sub>3</sub> )	0.916	Non Heteroscedasticity

(Source: data processing, 2020)

Referring to Table 3 found that all Sig. the independent variable or the independent variable is greater than 0.05. This indicates that all independent variables do not have symptoms of heteroscedasticity in residual data or in other words homocedasticity.

### Multiple Linear Regression Analysis

Linear regression is needed to measure the magnitude of the relationship that occurs between two variables or it can be more. Linear regression is also needed in determining the direction of the strength of the relationship that occurs between the independent variable with the dependent variable, the direction can be positive or negative. Regression analysis in this study is used to analyze whether there is an influence of the independent variable Organizational Commitment (X<sub>1</sub>), Job Satisfaction (X<sub>2</sub>) and Work Motivation (X<sub>3</sub>) on the dependent variable, Organizational Citizenship Behavior (Y), and how much influence the independent variable has on the independent variable bound together. The following table will be presented based on the results of the multiple linear analysis test:

**Tabel 4 Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-16.593	6.590		-2.518	0.014
	Organizational Commitment (X <sub>1</sub> )	0.396	0.159	0.273	2.488	0.015
	Job Satisfaction (X <sub>2</sub> )	0.313	0.097	0.381	3.240	0.002
	Work Motivation (X <sub>3</sub> )	0.467	0.194	0.263	2.411	0.019

a. Dependent Variable: Organizational Citizenship Behavior

(Source: data processing, 2020)

Based on Table 4 in the Unstandardized Coefficients B column shows a constant value ( $\alpha$ ) of -16.593 and in the next row the coefficient of the independent variable (b) is Organizational Commitment of 0.396; Job Satisfaction is 0.313 and Work Motivation is 0.467 so the regression equation is arranged as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = -16,593 + 0,396X_1 + 0,313X_2 + 0,467X_3 + e$$

Information :

$$Y = \text{Organizational Citizenship Behavior}$$

$\alpha$  = Constant Value  
X1 = Organizational Commitment  
 $\beta_1$  = Coefficient Estimation X1  
X2 = Job Satisfaction  
 $\beta_2$  = Coefficient Estimation X2  
X3 = Work Motivation  
 $\beta_3$  = Coefficient Estimation X3  
e = error

Based on the regression equation previously described, it can be explained as follows:

- 1) Constants ( $\alpha$ ) indicate that if all independent variables are zero then the value of the dependent variable (Beta) is -16.593.
- 2) Constant value of -16.593 shows if the variable Organizational Commitment (X1), Job Satisfaction (X2), and Work Motivation (X3) are in a constant state then Organizational Citizenship Behavior (Y) is -16,593.
- 3) The regression coefficient of the variable Organizational Commitment (X1) is 0.396 and is positive. This indicates that Organizational Commitment has a direct relationship with Organizational Citizenship Behavior. This also implies that each decline in the value of one unit Organizational Commitment, the value of the variable Organizational Citizenship Behavior (Y) will decrease by 0.396 assuming that the value of the other independent variables in the regression series does not change at all.
- 4) The regression coefficient of the Job Satisfaction variable (X2) of 0.313 with a positive sign. This indicates that Job Satisfaction has a direct relationship with Organizational Citizenship Behavior. This also means that each decline in the value of Job Satisfaction by one unit can cause the value of the Organizational Citizenship Behavior (Y) variable to decrease by 0.313 assuming that the value of the other independent variables in the regression series does not change at all.
- 5) The regression coefficient of the Work Motivation variable (X3) is 0.467 with a positive sign. This indicates that Work Motivation has a direct relationship with Organizational Citizenship Behavior. This also means that each decline in the value of Work Motivation by one unit then the value of the variable Organizational Citizenship Behavior (Y) will decrease by 0.467 assuming that the value of the other independent variables in the regression series does not change at all.

### T-test

T-test was conducted to find out the magnitude of the effect of the independent variables individually on the dependent variable. This t-test is also intended to estimate the extent of the contribution of changes that occur in each of the independent variables influencing the magnitude of changes in the dependent variable. The criteria for drawing conclusions from the t-test are explained in the sentence below:

- If the value of t is calculated > t in the table and the value of sig. <0.05 then  $H_a$  is accepted

- If the value of  $t$  is calculated  $< t$  in the table and the value of sig.  $> 0.05$  then  $H_a$  is declared rejected

T test results based on Table 4 can be concluded as follows:

- H1: Organizational Commitment Variable has a calculated  $t$  score of  $2.488 > 1,668$  (table  $t$ ) and has a Sig.  $0.015$  less than  $0.05$ . Based on the  $t$  value, the Organizational Commitment has a significant influence on Organizational Citizenship Behavior.
- H2: The Job Satisfaction variable has a calculated  $t$  score of  $3,240 > 1,668$  (table  $t$ ) and has a Sig.  $0.002$  less than  $0.05$ . Based on the  $t$  value, Job Satisfaction has a significant effect on Organizational Citizenship Behavior.
- H3: Work Motivation Variables have a calculated  $t$  score of  $2,411 > 1,668$  (table  $t$ ) and have a Sig.  $0.019$  is smaller than  $0.05$ . Based on the  $t$  value, the Work Motivation has a significant influence on Organizational Citizenship Behavior.
- The highest value in the standardized coefficients beta is in the Job Satisfaction variable which is worth  $0.381$ . This indicates that the variable that has the greatest influence on Organizational Citizenship Behavior is Job Satisfaction.

### F-Test

The F test is also called the simultaneous test or ANOVA. The F test is used to determine whether all independent variables in the regression series have a joint influence on the dependent variable. F-test results using SPSS 25 will be presented in the table below:

**Tabel 5 F-Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10038.628	3	3346.209	51.902	.000 <sup>b</sup>
	Residual	4255.158	66	64.472		
	Total	14293.786	69			

a. Dependent Variable: organizational citizenship behavior

b. Predictors: (Constant), organizational commitment, job satisfaction, work motivation  
(Source: data processing, 2020)

Based on Table 5 it is known that the results of the Sig. of  $0$  and smaller than  $0.05$ . This indicates the variable Organizational Commitment, Job Satisfaction, and Work Motivation simultaneously have a significant effect on Organizational Citizenship Behavior (H4 accepted).

### R<sup>2</sup> Test

R<sup>2</sup> test is used to obtain information on the amount of contributions or contributions that the independent variable gives to the dependent variable. The results of the determination test can be seen in the following table:

**Table 6 R<sup>2</sup> Test Results**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.838 <sup>a</sup>	0.702	0.689	8.029

a. Predictors: (Constant), organizational commitment, job satisfaction, work motivation

(Source: data processing, 2020)

Based on Table 6, the R<sup>2</sup> value of 0.702 is obtained, which means that the variable Organizational Commitment, Job Satisfaction, and Motivation contribute 70.2% to the Organizational Citizenship Behavior variable. The remaining contribution of 29.8% can be explained by other variables.

### Matrix Correlation

Correlation test between dimensions is performed to determine the magnitude of the relationship between each dimension of all independent variables with each dimension on the dependent variable. Correlation test results using the Pearson's Correlation two-tailed method and will be described in the following table:

**Table 7 Correlation Matrix Between Dimensions**

Variable	Dimensions	<i>Organizational Citizenship Behavior</i>				
		Conscientiousness	Sportmanship	Civic Virtue	Courtesy	Altruism
Organizational Commitment	Affective	0.621	0.649	0.652	0.581	0.555
	Continuance	0.664	0.709	0.746	0.655	0.699
	Normative	0.640	0.684	0.691	0.637	0.584
Job Satisfaction	Pay	0.544	0.549	0.594	0.638	0.613
	Promotion	0.491	0.520	0.619	0.601	0.546
	Supervision	0.591	0.671	0.672	0.703	0.643
	Fringe Benefits	0.492	0.588	0.668	0.672	0.618
	Contingent Rewards	0.555	0.602	0.684	0.661	0.646
	Operating Conditions	0.548	0.565	0.643	0.620	0.529
	Coworkers	0.657	0.717	0.782	0.786	0.702
	Nature of Work	0.649	0.737	0.721	0.720	0.666
	Communication	0.636	0.705	0.685	0.669	0.618
	Work Motivation	Need of Achievement	0.624	0.737	0.773	0.747
Need of Power		0.605	0.693	0.678	0.614	0.561
Need of Affiliation		0.559	0.614	0.664	0.656	0.564

(Source: data processing, 2020)

Based on Table 7 on the Organizational Commitment variable, the Sustainability aspect has the strongest relationship with the Civic Virtue aspect of the Organizational

Citizenship Behavior variable of 0.746 while the weakest relation is the Affective aspect of the Altruism aspect of 0.555. On the Job Satisfaction variable, the strongest aspect of the relationship is the Coworkers aspect with the Courtesy aspect on the Organizational Citizenship Behavior variable of 0.786 while the weakest relationship is the Promotion dimension of the Conscientiousness dimension of 0.491. In the third independent variable, Work Motivation, the strongest aspect of relationship is the Need of Achievement with the Civic Virtue aspect of the Organizational Citizenship Behavior variable of 0.773 while the weakest relationship is the Need of Affiliation aspect of the Conscientiousness aspect of 0.559.

Based on the results of data processing carried out using SPSS 25, several research results were obtained regarding "The Effect of Organizational Commitment, Job Satisfaction, Work Motivation Against Organizational Citizenship Behavior". In the discussion will be answered some of the problems that exist in the research hypothesis which is supported by some literature-literature which later whether will support the hypothesis or reject the hypothesis.

The results of the study indicate that Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. The results of this study are supported by the results of previous studies conducted by Yuliani and Katim (2017: 401). the aspect with the strongest relationship is aspect Continuation with Civic Virtue aspect which can be interpreted that teachers want to remain in the organization due to the benefits gained personally so that they are willing to follow organizational governance and school policy debates. The weakest dimension is the Affective dimension with the Altruism dimension which can be interpreted that teachers have an emotional attachment to the organization by engaging in various activities and enjoying their membership. This emotional attachment prevents teachers from creating problems with their fellow teachers.

The results of the study indicate that Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior. The results of this study are supported by the results of previous studies carried out by Musringudin et al. (2017). The strongest dimension of the relationship is the Coworkers dimension with Courtesy which can be interpreted that the teachers feel happy and comfortable with their colleagues so that they make them pay more attention to the rights of other teachers and do not want to cause problems with other teachers. The weakest dimension is Promotion dimension with Conscientiousness dimension which can be interpreted that teachers feel happy and have the same opportunities for promotion so that they are willing to work beyond the specified time but still follow the standard rules and try to improve the quality of service.

The results of the study indicate that Work Motivation has a significant positive effect on Organizational Citizenship Behavior. The results of this study are supported by the results of previous studies carried out by Nurnaningsih and Wahyono (2017: 365). The most powerful dimension is the Need of Achievement dimension with the Civic Virtue dimension, which means the need for achievement possessed by teachers results in them being willing to follow organizational governance and school policy debates. The weakest dimension is the Need of Affiliation dimension with the Conscientiousness dimension which can be interpreted

that teachers have the desire to establish friendships with other fellow teachers so that they encourage their enthusiasm to work beyond the specified time and try to improve the quality of service.

The results of research based on the F test show that Organizational Commitment, Job Satisfaction and Work Motivation simultaneously or simultaneously have a significant influence on Organizational Citizenship Behavior.

## CONCLUSION AND SUGGESTION

Based on the results of data processing that has been shown in the previous chapter on "The Effect of Organizational Commitment, Job Satisfaction, Work Motivation on Organizational Citizenship Behavior of Srengseng Vocational School teachers" then can draw conclusions as below:

- 1) Organizational commitment has a significant positive effect on Organizational Citizenship Behavior. The Continuation dimension correlates highest with the Civic Virtue dimension.
- 2) Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior. The Coworkers dimension correlates highest with the Courtesy dimension.
- 3) Work motivation has a significant positive effect on Organizational Citizenship Behavior. The Need of Achievement dimension correlates highest with the Civic Virtue dimension.
- 4) Organizational Commitment, Job Satisfaction and Work Motivation simultaneously have a significant effect on Organizational Citizenship Behavior

Based on the results of the study and the conclusions previously presented, the researcher provides input for school leaders and researchers who will further research as follows:

- 1) Researchers can then enter the variables or other factors that are suspected to affect Organizational Citizenship Behavior in addition to the variables or factors that exist in this study.
- 2) The foundation or the principal should increase simultaneously the Organizational Commitment, Job Satisfaction and Work Motivation of the teachers to be more effective in improving Organizational Citizenship Behavior. Teacher job satisfaction is a top priority to be improved.
- 3) The foundation or principal is expected to be able to further enhance the facilities obtained by teachers such as transportation funds, health and pension funds, as well as other funds.
- 4) The foundation or the principal is expected to be able to further enhance the competence of the teachers so that they feel comfortable and are not burdened by less competent teachers.
- 5) The foundation or the principal is expected to further increase the motivation of achievement of teachers through training or increasing rewards.

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