Model for Improving Organizational Citizenship Behavior for Employees of the Indonesian Ministry of Tourism and Creative Economy

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ABSTRACT: *The Ministry of Tourism and Creative Economy is also strengthening the ability of the creative industry to compete with imported creative economy products, as well as promoting various types of Indonesian creative economy products, so as to encourage the growth of other creative economy players who can support the regional and national economy. This research aims to determine the influence of organizational commitment and job satisfaction on organizational citizenship behavior mediated by organizational culture. The respondents for this research were 120 employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products, using a quantitative approach. The analysis used is statistical analysis in the form of SEM-PLS. The results, Job Satisfaction has a positive and significant effect on Organizational Culture, Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior, Organizational Culture has a positive and insignificant effect on Organizational Citizenship Behavior, Organizational Commitment has a positive and significant effect on Organizational Culture, Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior, Organizational Culture are not able to mediate the influence of Organizational Commitment, and Organizational Culture is able to partially mediate the influence of Job Satisfaction.*

KEYWORDS - *Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior, Organizational Culture*

I.   INTRODUCTION

The Ministry of Tourism and Creative Economy is responsible for carrying out government affairs in the field of tourism and the creative economy to assist the President in administering the country's government. The Ministry of Tourism and Creative Economy has a vision of making Indonesia a world-class tourism destination. For this reason, the Ministry of Tourism and Creative Economy has a mission to develop world-class tourism destinations and carry out marketing oriented towards tourists. Apart from that, the Ministry of Tourism and Creative Economy also focuses on developing the environment and capacity of the highly competitive tourism industry in Indonesia. Meanwhile, in the creative economy sector, the sector is said to be the backbone of the country. The Ministry of Tourism and Creative Economy is also strengthening the ability of the creative industry to compete with imported creative economy products, as well as promoting various types of Indonesian creative economy products, so as to encourage the growth of other creative economy players who can support the regional and national economy. An organization is not only able to do its job well, but is also successful when it has employees who consider it part of them. In today's work environment, companies are looking for employees who are willing to take on tasks that are not listed in their job description. A balance is needed so that a company can survive in a developing era and meet the needs of its employees. If the organization meets needs, employees will contribute more directly to the company. This will create a sense of employee ownership in the organization and increase employee productivity in the organization.

Human resources are the integrated abilities of thinking power and physical power that an individual has, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction (Soelton & Nugrahti, 2018). The Ministry of Tourism and Creative Economy acts as a liaison between the government, business actors, educational institutions and the community in creating a strong ecosystem for the digital economy and creative products. Through its programs, the Ministry of Tourism and Creative Economy seeks to increase digital accessibility and penetration throughout Indonesia. This phenomenon reflects what is happening in the creative industry and digital technology to produce innovative products and services. The Ministry of Tourism and Creative Economy employee explained

that what he felt at work was quite difficult because he had to carry out extra behavior such as having to make a personal approach to his superiors.

Organizational Citizenship Behavior (OCB) is behavior that arises at the discretion of an employee which is carried out voluntarily and without coercion. This behavior goes beyond the formal demands of a job or Smith's formal job description in Andriani (2012) and the role of OCB (Organizational Citizenship Behavior) is one of the factors that most determines the success of a company (Mohamad & Nawawi, 2020; Mustikawati & Kurniawan, 2014; Jumadi et al., 2018). Organizations today are rarely seen and staff, intentionally or unintentionally, avoid displaying such OCB behavior. Staff do exactly what the rules and regulations and job descriptions have prescribed for them and exactly what managers and organizational leaders ask them to do and they do not display behavior outside the bounds of their expected functions (Sidik et al., 2021; et al., 2017; Widayati et al., 2021;Ahmadi et al., 2018). Thus, one of the main problems of organizations in today's changing and highly varied world is the identification of factors that can be effective in the emergence and display of OCB which is one of the new phenomena emerging in the field of organizational behavior.

In early management correspondence, people were evaluated by the behavior expected of employees in the job description and qualification conditions but today behavior outside these limits is considered (Ningrum, 2019; Perez, 2017; Pitaloka et al., 2019; Purnamasari, 2019; Riedel et al., 2019;Magdalena, 2019). These behaviors have been considered in relation to the concepts of pre-social behavior, post-functional behavior, and performance that underlie spontaneous behavior or OCB. Unlike in the past when staff were expected to act based on their formal functions, in the new psychological contract, behavior outside of functions is expected. Modern organizations need flexibility to succeed and face competitors. OCB is a type of behavior that in addition creates benefits such as greater productivity, quality of society, and increased welfare of society.(Andayani & Soehari, 2019; Bentar et al., 2017).

This is a general attitude towards work that is based on an assessment of the existing aspects of the job. According to Guinot et al., 2016; Hutagalung et al., 2020; Juliana & S. Komalasari, 2022,A person's attitude will describe something pleasant or unpleasant in the work environment and this will also be related to hopes for the future (Darmanto & Ariyanti, 2021; Soelton, 2018), (Ramli and Soelton, 2018), and (Wahyuni et al., 2016). If employees show a positive attitude towards work, they show that they are satisfied with the job. The dissatisfaction felt by employees is thought to be caused by employees still feeling that what they have received in the form of compensation is still far from what was expected (Metralisa & Astro, 2022; Purnamasari, 2019; Riedel et al., 2019;Habib et al., 2014). Pitaloka et al., 2019,The existence of employees with low levels of OCB raises concerns because their positive contribution to the organization is limited. This can hinder the achievement of organizational goals, reduce productivity, and affect the overall work atmosphere. Therefore, it is important to identify the causes of this low OCB. According Andayani & Soehari, 2019; Bentar et al., 2017; Sidik et al., 2021; et al., 2017; Widayati et al., 2021), with understanding the factors that influence OCB, organizations can design appropriate evaluation and training programs to increase employees' positive contributions, increase collaboration, and create a more productive and positive work environment. It is hoped that employee evaluation and coaching that focuses on the low OCB category can help organizations optimize employee potential and achieve optimal performance in achieving their organizational goals. Guinot et al., 2016; Hutagalung et al., 2020; Juliana & S. Komalasari, 2022; Metralisa & Astro, 2022)**.** Job satisfaction, which can be seen in terms of absenteeism, shows a low level of attendance. However, on the other hand, there is still employee behavior that is not in accordance with Organizational Citizenship Behavior (OCB), such as not signing attendance and not being present on time according to company regulations. One indicator that can reflect the OCB characteristics of a company is employee absenteeism data. (Mohamad & Nawawi, 2020; Mustikawati & Kurniawan, 2014; Ningrum, 2019; Perez, 2017).

This will have an impact on employee behavior which is the basis of the company's operations together. Apart from that, there will be many tasks that are not completed on time which are the duties of each employee. By not completing tasks on time, the possibility of having an OCB attitude will decrease. (Pitaloka et al., 2019; Purnamasari, 2019; Riedel et al., 2019; Sidik et al., 2021; et al., 2017; Widayati et al., 2021). Another problem related to organizational commitment is the lack of awareness of most employees to share the advantages of the company. This shows a lack of employee behavior towards the company. Employees who have a high commitment to their organization and have the desire to remain part of the organization, and work hard with the wishes of the organization, this is the basic capital to encourage the growth of organizational commitment (Permatasari, 2017). In other words, organizational commitment is the level of trust and acceptance of workers towards the goals of the organization and their desire to remain in the organization. Employees who show higher organizational commitment will contribute to the organization with higher levels of OCB.

Study Darmanto & Ariyanti, 2021; Juliana & S. Komalasari, 2022; Metralisa & Astro, 2022; Aisyah and Wartini (2016) showed the results that the organizational commitment possessed by employees showed that they seemed happy with their work in the organization, employees pretended as if the organization could meet their needs so that they had the desire to continue joining the organization and the employees. Commitment to the organization

will increase employee OCB. Organizational commitment is a psychological state that characterizes the relationship between employees and the organization and has implications for employees' decisions to continue or terminate their membership in the organization. Riedel et al., 2019; Sidik et al., 2021; et al., 2017; Widayati et al., 2021). Employees with high organizational commitment are able to demonstrate optimal performance. Then they can make valuable contributions to the organization. Therefore, with the important role of organizational commitment, this research needs to be carried out at the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products so that the company's productivity and sustainability contribute to the organization.

Another problem related to job satisfaction simply refers to how satisfied a person is with their job. While others believe that it is not as simple as this definition suggests and instead refers to a multidimensional psychological response in which a person engages with his work. Job satisfaction is a very important factor in getting optimal work results. Mustikawati & Kurniawan, 2014; Ningrum, 2019;Rivai (2014) explains that job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of an activity that is felt to be in accordance with the individual's wishes, the higher the satisfaction with that activity.

One factor that needs to be considered in maintaining employee productivity is job satisfaction. Mohamad & Nawawi, 2020; Mustikawati & Kurniawan, 2014; Setiawan et al., (2020) explained that job satisfaction really depends on individual conditions because each individual has aspects in assessing the level of job satisfaction. Job satisfaction depends on the condition of each employee because each employee has their own point of view in assessing the level of job satisfaction. In reality, job satisfaction can be felt by every employee when they can position themselves according to the conditions in the field. Therefore, the importance of job satisfaction is a driving force that causes an employee to be willing and willing to mobilize their abilities in the form of expertise, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve goals, while the factors that influence job satisfaction are work. itself, salary, promotions, supervision, and coworkers.(Ningrum, 2019; Pérez, 2017; Pitaloka et al., 2019; Purnamasari, 2019; Riedel et al., 2019).

A company must pay attention to the job satisfaction of its employees because this greatly influences whether or not employees are comfortable working in the company environment. Employees who are not satisfied in carrying out their work will have an impact on the performance of the employees themselves and will have an impact on the progress of a company. As a company that is known to have many employees and good duties and responsibilities as well as rapidly changing company conditions, the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products is expected to continue to provide the best service to consumers. Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products must provide the best service to support the success of the parent company in providing digital economy services and creative products. Therefore, with the important role of employee job satisfaction, this research needs to be carried out at the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products to ensure the company's productivity and sustainability in providing the best quality service.

Table 1.4
Research GAP

Relationship between Variables	Research GAP	Previous research
*Job Satisfaction*on Organizational Citizenship Behavior (OCB)	*Job Satisfaction*has negative and significant effect on Organizational Citizenship Behavior (OCB)	Soelton, (2023); Soelton et al., 2024; Nitawati (2020)
	Job Satisfaction positive and significant effect on Organizational Citizenship Behavior (OCB)	Soelton et al. (2020)
*Organizational Commitment*on Organizational Citizenship Behavior (OCB)	Organizational Commitment negative significant effect on Organizational Citizenship Behavior (OCB)	Rahayu & Ranti (2020)
	Organizational Commitment positive and significant effect on Organizational Citizenship Behavior (OCB)	Larasati and Susilowati (2021)
Organizational Culture on Organizational Citizenship	*Organizational Culture* not significant effect on Organizational	Windaru (2021)

Behavior (OCB)	Citizenship Behavior (OCB)	
	Organizational Culture positive and significant effect on Organizational Citizenship Behavior (OCB)	Lestiyanie and Yanuar (2019)

Based on the research gap found in previous research, the results of a pre-survey which took a total of 20 employees and interviewed several parties to find 2 (two) factors that most influence OCB within the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products, the researcher is interested in conducted more in-depth research with the research title "The Influence of Organizational Commitment and Job Satisfation on Organizational Citizenship Behavior (OCB) mediated by Organizational Culture at the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products".

One of the mediating organizational culture factors (Juliana & Komalasari, 2022; Metralisa & Astro, 2022; Organ et al., (2006) stated that organizational culture is able to create a unique environment to associate and describe employee behavior or sacrifices that go beyond roles with employee satisfaction and loyalty towards the company's vision and mission. In this case, organizational culture is a characteristic that can influence OCB behavior in employees. The role of culture in influencing employee behavior appears to be increasingly important in today's workplace, the shared meaning provided by a strong culture ensures that all employees are pointed in the same direction, and increases the consistency of employee behavior ((Andayani & Soehari, 2019; Bentar et al., 2017; Robbins, 2006). *Organizational culture*, according to Fahmi (2018), namely the work that humans create as part of their daily routine. Culture that is used and implemented in life over a long period of time will influence the pattern of formation of society, for example the habit of working diligently, or this habit will influence it for a long period of time, namely the spirit of working diligently until old age. Fahmi (2018); Sidik et al., 2021; et al., 2017; Widayati et al., 2021, defines organizational culture as habits that have been implemented and used or implemented in work routines as an effort to optimize the quality of work for employees and company managers.Darmanto & Ariyanti, 2021; Eni, 1967; Guinot et al., 2016; Hutagalung et al., 2020**)**.

II. THEORETICAL REVIEW

Organizational Citizenship Behavior

Budihardjo (2014) suggests that Organizational Citizenship Behavior (OCB) has the characteristics of voluntary behavior (extra-role behavior) that is not included in the job description, spontaneous behavior or no targets or orders, helpful behavior, and behavior that is not easily seen. and assessed through performance evaluation. This behavior describes the added value of employees which is a form of pro-social behavior, namely positive, constructive and meaningful social behavior (Soelton & Rakadishi, 2018). Allison in Subawa and Suwanda, (2017) there are several dimensions, namely: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue.

Organizational Commitment

*Organizational Commitment*According to Nagar (in Rawashdeh & Tamimi, 2019) states that organizational commitment to a company is very important because to attract and retain employees who have served the company, committed employees will be willing to maintain relationships with the company and make great efforts to achieve its goals. According to Kaswan (2015) there are three dimensions of organizational commitment, namely: affective commitment, continuation commitment, normative commitment.

Job Satisfaction

Handoko in Sutrisno (2018) stated that job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. Based on this explanation, to measure the dimensions of job satisfaction in this research, we use the theory from Colquitt et al., (2015), namely: Salary (pay), co-workers, the work itself, opportunities for promotion. (opportunity for promotion), Supervision (supervision).

III. HYPOTHESIS AND CONCEPTUAL FRAMEWORK

1. The Relationship between the Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

*Organizational Commitment*and Organizational Citizenship Behavior influence each other. This means that when employees engage in organizational citizenship behavior, this can strengthen their commitment to the organization. Conversely, the higher an employee's commitment to the organization, the more likely they will participate in citizenship behavior. According to research conducted by Wulani et al., (2019) which proves that

Organizational Commitment has an effect on increasing OCB. Furthermore, Mukhodah & Ranihusna (2018) stated that Organizational Commitment has a direct positive and significant effect on OCB.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H1: Organizational Commitment Has a Positive Influence on Organizational Citizenship Behavior in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

2. The Relationship between the Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

*Job Satisfaction*and Organizational Citizenship Behavior can become a self-reinforcing cycle. Satisfied employees may be more likely to engage in citizenship behaviors, which in turn may strengthen feelings of satisfaction with the job and the organization. Organizations can consider strategies to increase Job Satisfaction such as providing regular feedback, career development opportunities, management support, and recognition of achievements. The higher the level of Job Satisfaction, the more likely employees will engage in citizenship behavior that can provide positive benefits to the organization. According to research conducted by Azmy (2021) which proves that Job Satisation has an influence on Organizational Citizenship Behavior (OCB). According to Soelton et al., (2020) Job Satisation has a positive and significant effect on OCB.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H2: Job Satisfation Has a Positive Influence on Organizational Citizenship Behavior in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

3. The Relationship between the Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)

*Organizational Citizenship Behavior*can design a culture that supports collaboration, open communication, appreciation for contributions, and the development of values that encourage civic behavior. That Organizational Culture is a deep and complex concept, and culture change usually requires time and ongoing commitment. According to research conducted by Soelton et al., (2021) which proves that Organizational Culture has a significant influence on Organizational Citizenship Behavior.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H3: Organizational Culture Has a Positive Influence on Organizational Citizenship Behavior in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

4. The Relationship between the Influence of Organizational Commitment on Organizational Culture

Employees with high commitment may be more open to these changes. Organizational Culture can influence the level of Organizational Commitment. A culture that is supportive, inclusive, and values employee contributions tends to encourage increased commitment to the organization. These relationships are complex and interrelated in shaping overall organizational identity and performance. According to research conducted by Rasyiddin & Siahaan (2022) which proves that Organizational Culture has a positive and significant effect on Organizational Commitment.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H4: Organizational Commitment Has a Positive Influence on Organizational Culture in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

5. The Relationship between the Effect of Job Satisfation on Organizational Culture

*Job Satisfaction*can influence employees' attitudes towards change and their likelihood to support and adapt to changes proposed by the organization. High job satisfaction can strengthen a desired organizational culture because satisfied employees are more likely to support and practice the values of that culture. According to research conducted by Soelton et al., (2020) which proves that Job Satisfation has a positive effect on Organizational Culture.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H5: Job Satisfation Has a Positive Influence on Organizational Culture in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

6. The Relationship between the Influence of Organizational Culture and the Ability to Mediate Organizational Commitment on Organizational Citizenship Behavior

Employees who have a high level of commitment tend to be more supportive of the desired organizational culture. This culture then motivates citizenship behavior, because employees feel that their actions have a positive impact and are appreciated. Organizational Culture acts as a strong intermediary between Organizational Commitment and Organizational Citizenship Behavior. Although Organizational Commitment may be an initial factor influencing citizenship behavior, organizational culture has a significant role in translating this commitment into concrete action in the form of citizenship behavior. According to research conducted by Meliala et al., (2023), it is proven that Organizational Commitment and Organizational Culture simultaneously have a positive and significant effect on Organizational Citizenship Behavior.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H6: Organizational Culture is Able to Mediate Organizational Commitment and Have a Positive Influence on Organizational Citizenship Behavior in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

7. The Relationship Between the Influence of Organizational Culture and the Ability to Mediate Job Satisfaction on Organizational Citizenship Behavior

*Job Satisfaction*high levels encourage the formation or strengthening of a positive organizational culture. Job satisfaction can influence employees' attitudes towards change and their possibility to support and adapt to changes proposed by the organization. This culture then encourages citizenship behavior because employees feel that these actions are in accordance with the culture valued by the organization. According to research conducted by Windaru (2021), Organizational Culture and Job Satisfaction have a positive and significant effect on Organizational Citizenship Behavior.

Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows.

H7: Organizational Culture is Able to Mediate Job Satisfaction and Has a Positive Influence on Organizational Citizenship Behavior in the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products

Based on the literature review, the theoretical model of research variables is presented in Figure 2.1
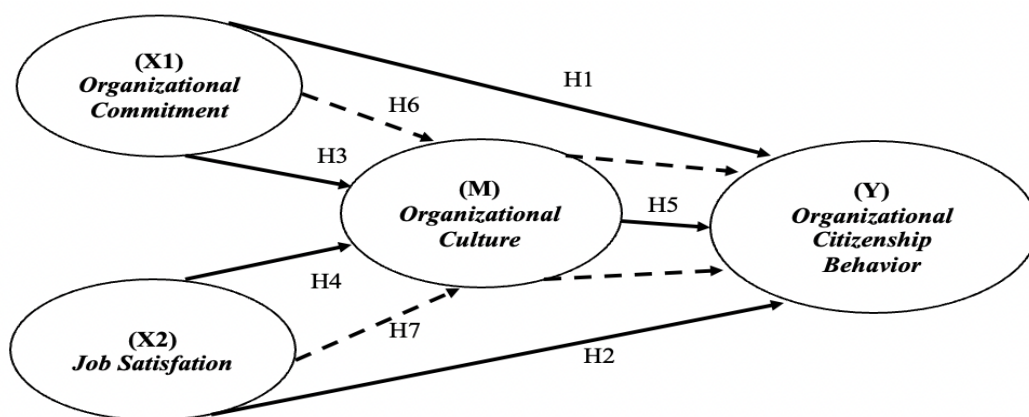

Figure 2.1 Conceptual Framework

IV.   RESEARCH METHODS

This research was carried out in accordance with the proposal to start implementation research in April 2023 until completion. Research location regarding the influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) Mediated by Organizational Culture. Where the object of research is employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products. The research design used in this research is a causal research design. The population in this study were permanent employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products, totaling 120 people. According to Sugiono (2017) the saturated sampling technique is a sampling technique where all members of the population used as samples in this research are 120 employees. The data that will be used in this research is primary data. The data collection technique is in the form of a questionnaire using a Likert Scale and the type of data is primary data. This research method uses a data analysis method using Part Least Modeling (Smart-PLS) version 3.0. Partial Least Square is an alternative model to covariance based SEM. PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support (Ghozali, 2015). The goal of PLS is to find optimal predictive linear relationships that exist in the data. Although PLS can be used to confirm theories, it can also be used to explain whether there is a relationship between latent variables. As stated by Wold in Ghozali (2015), Partial Least Square (PLS) is a powerful analysis method because it is not based on many assumptions, the data does not have to be normally distributed in a multivariate manner and the sample does not have to be large.

V.   RESULTS AND DISCUSSION

RESULTS

Based on the results of the data that has been processed, the following are the characteristics of research respondents, respondents were dominated by men with a percentage of 62.5%. The majority of respondents were aged between 20-30 years (42.5%) and 31-40 years (40.8%). Most respondents had a master's degree (45.8%) and bachelor's degree (40.0%). The majority of respondents' working years were 9-12 years (24.2%) and 3-6 years (29.2%). It can be concluded that the employee profile at the Ministry of Tourism and

Creative Economy Deputy for Digital Economy and Creative Products is dominated by young men with higher education and diverse work experience.

Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender can be seen in Table 3.1 below:

Table 5.1. Respondents by gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Man	75	62.5	62.5	62.5
Valid	Woman	45	37.5	37.5	100.0
	Total	120	100.0	100.0	

Source: data processed from Smart-PLS (2024)

Based on the data in Table 4.1 above, it shows that of the 120 respondents the highest number was male respondents, namely 75 respondents or 62.5% and the lowest were female respondents, namely 43 respondents or 37.5%. . It can be concluded that the majority of employees at the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products, are male.

Characteristics of Respondents Based on Age

The characteristics of respondents based on age can be seen in Table 3.2 below:

Table 5.2. Respondents by age

		Frequency	Percent	Valid Percent	Cumulative Percent
	20 – 30 Years	51	42.5	42.5	42.5
	31 – 40 Years	49	40.8	40.8	83.3
Valid	41 – 50 Years	15	12.5	12.5	95.8
	>50 Years	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

Source: data processed from Smart-PLS (2024)

Based on Table 4.2 above, it shows that of the 120 respondents, those with the highest number were respondents aged between 20 - 30 years, namely 51 respondents or 42.5% and the lowest were respondents aged > 50 years, namely 5 respondents or equal to 4.2%. It can be concluded that all employees at the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products, are working at a productive age.

Characteristics of Respondents Based on Education

Respondent characteristics based on education can be seen in Table 3.3 below:

Table 5.3. Respondents based on Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	D3	4	3.3	3.3	3.3
	S1	48	40.0	40.0	43.3
Valid	S2	55	45.8	45.8	89.2
	S3	13	10.8	10.8	100.0
	Total	120	100.0	100.0	

Source: data processed from Smart-PLS (2024)

Based on Table 4.3 above, it shows that of the 120 respondents, the number of employees with the latest education level of D3 was 4 respondents or 3.3%, the number of employees with the latest education level of Bachelor Degree (S1) was 48 respondents or 40.0%. , the number of employees with a Bachelor's Degree (S2) education level was 55 respondents or 45.8%, the number of employees with the latest level of education being a Bachelor's Degree (S3) was 13 respondents or 10.8%.

Characteristics of Respondents Based on Years of Work

The characteristics of respondents based on length of service can be seen in Table 3.4 below:

Table 5.4. Respondents based on length of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 3 Years	9	7.5	7.5	7.5
	36 years old	35	29.2	29.2	36.7
	6 – 9 Years	11	9.2	9.2	45.8
	9 – 12 Years	29	24.2	24.2	70.0
	12 – 15 Years	21	17.5	17.5	87.5
	15 – 18 Years	10	8.3	8.3	95.8
	>18 Years	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

Source: data processed from Smart-PLS (2024)

Based on Table 4.4 above, it shows that of the 120 respondents, the number of employees with less than 3 years of service was 9 respondents or 7.5%, the number of employees with 3-6 years of service was 35 respondents or 29.2%, the number of employees with 6-9 years of service were 11 respondents or 9.2%, the number of employees with 9-12 years of service was 29 respondents or 24.2%, the number of employees with 12-15 years of service was 21 respondents or 17.5% , the number of employees with 15-18 years of service was 10 respondents or 8.3%, and the number of employees with more than 18 years of service was 5 respondents or 4.2%.

Validity and Reliability Test

To test the Convergent Validity of the reflexive measurement model, indicators are assessed based on the correlation between the item score or component score and the construct score calculated using PLS. Individual indicators are considered valid if they have a correlation value above 0.50. To test the reliability of the instrument, namely by looking at composite reliability and Cronbach's alpha. If all latent variables have composite reliability and Cronbach's alpha values ≥ 0.7, this means that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent. Next, look at the R-square value which is a model goodness-fit test. The R-square value of 0.75 is in the strong category, 0.50 is in the medium category, and 0.25 is in the weak category. (Hamid & Suhardi, 2019). The Q-Square (Predictive Relevance) calculation is said to be good if the Q-square value is > 0.

Table 3.5. Goodness of Fit Model

Variable	AVE	Cronbach Alpha's	Composite Reliability	R-square
Organizational Culture	0.527	0.938	0.946	0.609
Organizational Citizenship Behavior	0.606	0.949	0.955	0.794
Organizational Commitment	0.610	0.919	0.933	
Job Satisfaction	0.510	0.840	0.875	

Hypothesis testing

The estimated value for the path relationship in the structural model must be significant. The significance value for this hypothesis can be obtained using the boostrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the boostrapping report algorithm. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

Table 3.6. Direct Effect Test Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
Organizational Commitment→Organizational Citizenship Behavior	0.480	0.089	5,407	0,000	H1 Accepted
Job Satisfaction→Organizational Citizenship Behavior	0.359	0.126	2,843	0.014	H2 Accepted
Organizational Commitment→Organizational Culture	0.319	0.108	2,946	0.010	H3 Accepted

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
Job Satisfaction→Organizational Culture	0.393	0.079	4,950	0,000	H4 Accepted
Organizational Culture →Organizational Citizenship Behavior	0.117	0.067	1,754	0.079	H5 Rejected

As seen in the table, Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior because the original sample value shows a positive p-value <0.05 and T-statistic >1.96.*Job Satisfaction*has a significant positive effect on Organizational Citizenship Behavior because the original sample value shows a positive p-value <0.05 and T-statistic >1.96. Organizational Commitment has a significant positive effect on*Organizational Culture*because the original sample value shows a positive p-value <0.05 and T-statistic >1.96.*Job Satisfaction*significant positive effect on*Organizational Culture*because the original sample value shows a positive p-value <0.05 and T-statistic >1.96*Organizational Culture*has a positive and insignificant effect on Organizational Citizenship Behavior because the original sample value shows a positive p-value <0.05 and T-statistic >1.96.

Table 3.7. Results of Indirect Effect Testing

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
Organizational Commitment -> Organizational Culture -> Organizational Citizenship Behavior	0.014	0.010	1,337	0.181	H6 Rejected
Job Satisfaction -> Organizational Culture -> Organizational Citizenship Behavior	0.193	0.097	1,996	0.045	H7 Accepted

Source: PLS Output, 2024

As seen in the table, Organizational Culture is unable to mediateOrganizational Commitmenton Organizational Citizenship Behavior because the original sample value shows a positive p-value > 0.05 and T-statistic < 1.96. Organizational Culture is able to mediate Job Satisfaction on Organizational Citizenship Behavior because the original sample value shows a positive p-value > 0.05 and T-statistic < 1.96.

DISCUSSION
The Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on the hypothesis test in this research, the T-statistic value was 5.407, the original sample value was 0.480, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. This is because the agency makes a lot of contributions to the lives of employees and feels that this agency is better than other agencies, so that employees are involved in following organizational changes and information and always attend organizational meetings held by the agency. The results of this research support research conducted by Wulani et al., (2019), and Mukhodah & Ranihusna (2018) which stated that Organizational Commitment has a direct positive and significant effect on Organizational Citizenship Behavior.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on hypothesis testing in this research, the T-statistic value was 2.843, the original sample value was 0.359, and the P value was 0.014. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior. This is because employees are satisfied with the level of cooperation between teams and are satisfied with promotion opportunities that suit the employee's wishes, so that employees help colleagues who have difficulty handling their tasks and are able to tolerate the attitudes of colleagues who may be unpleasant. The results of this research are in line with research conducted by Azmy (2021), as well as according to Soelton et al., (2020) which proves that Job Satisfation has a positive effect on Organizational Citizenship Behavior (OCB).

The Influence of Organizational Commitment on Organizational Culture

Based on the hypothesis test in this research, the T-statistic value was 2.946, the original sample value was 0.319, and the P value was 0.010. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of more than 0.05, these results indicate that Organizational Commitment has a significant positive effect on Organizational Culture. This is because employees feel they have a strong moral responsibility to remain in the agency, so that employees always emphasize optimal work results and are ready to take risks in their work according to their responsibilities. The results of this research are in line with research conducted by Rasyiddin & Siahaan (2022) which states that Organizational Commitment has a positive and significant effect on Organizational Culture.

The Influence of Job Satisfaction on Organizational Culture

Based on hypothesis testing in this research, the T-statistic value was 4.950, the original sample value was 0.393, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Job Satisfaction has a significant positive effect on Organizational Culture. This is because employees feel satisfied with carrying out tasks under the supervision given and are satisfied with the technical assistance provided by superiors, so that if an error occurs the employee is ready to bear the risk and always emphasizes optimal work results. The results of this research support research conducted by Soelton et al., (2020) which states that Job Satisfation has a positive effect on Organizational Culture.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Based on the hypothesis test in this research, the T-statistic value was 1.754, the original sample value was 0.117, and the P value was 0.079. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of more than 0.05, these results indicate that Organizational Culture has no significant effect on Organizational Citizenship Behavior. This is because even though the agency gives or does not give employees freedom in making decisions, employees will still behave well with co-workers, such as being willing to replace the duties of colleagues who are unable to attend, because basically employees in the company have established good relationships even though without the culture that exists within the agency. The results of this research are supported by Windaru's (2021) research which found no influence of Organizational Culture on Organizational Citizenship Behavior.

The Influence of Organizational Commitment on Organizational Citizenship Behavior through Organizational Culture

Based on hypothesis testing in this research, the T-statistic value was 1.337, the original sample value was 0.014, and the P value was 0.181. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of more than 0.05, these results indicate that organizational culture is unable to mediate the influence of organizational commitment on organizational citizenship behavior. This is because employees do not place too much importance on the culture within the agency, the most important thing is the agency's commitment which makes employees feel satisfied with their work and income at the agency, so that employees comply with the agency's rules and policies and always arrive on time at work. The results of this research support the research of Mukhodah & Ranihusna (2018) which states that organizational commitment influences organizational citizenship behavior without going through a mediating variable.

The Influence of Job Satisfaction on Organizational Citizenship Behavior through Organizational Culture

Based on the hypothesis test in this research, the T-statistic value was 1.996, the original sample value was 0.193, and the P value was 0.045. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Organizational Culture is able to partially mediate the influence of job satisfaction on organizational citizenship behavior. This is because there is encouragement from agencies to innovate in their work, making employees feel satisfied, especially with the social environment in the office, so that employees are willing to tolerate work situations that may not be in accordance with their preferences. The results of this research are in line with research by Windaru (2021) which states that organizational culture is able to mediate the influence of job satisfaction on organizational citizenship behavior.

VI.   CONCLUSION

This research tries to analyze variables related to organizational commitment, job satisfaction, organizational citizenship behavior, and organizational culture. The results of this research were obtained from research at the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products. From the results of the calculations in this research, the following conclusions can be drawn: Job Satisfaction has a significant positive effect on Organizational Culture in employees of the Ministry of Tourism and Creative

Economy Deputy for Digital Economy and Creative Products. This means that if employee Job Satisfaction is high, Organizational Culture will increase. Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior in employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products. This means that if employees feel high job satisfaction, the employee will increase Organizational Citizenship Behavior. Organizational Culture has no effect on Organizational Citizenship Behavior in employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products. This means that whether the culture in the organization is good or bad does not affect the high or low level of employee Organizational Citizenship Behavior. Organizational Commitment has a significant positive effect on Organizational Culture among employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products. This means that if the company's commitment is high, it will create a good culture within the company. Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior in employees of the Ministry of Tourism and Creative Economy, Deputy for Digital Economy and Creative Products. This means that if employees feel high commitment, employees will increase Organizational Citizenship Behavior. Organizational Culture is unable to mediate the influence of Organizational Commitment on Organizational Citizenship Behavior in employees of the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products. Organizational Culture is able to partially mediate the influence of Job Satisfaction on Organizational Citizenship Behavior in employees of the Ministry of Tourism and Creative Economy Deputy for Digital Economy and Creative Products.

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