

***THE INFLUENCE OF ORGANIZATIONAL COMMITMENT,
SATISFACTION AND PERSONALITY ON BEHAVIOR
BEHAVIOR MEDICAL ORGANIZATIONAL CITIZENS IN
PUSKESMAS KECAMATAN MENTENG JAKARTA PUSAT***

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Abstract This study aims to determine and analyze the effect of organizational commitment, job satisfaction, and personality on Organizational Citizenship Behavior of medical personnel in the Menteng District Health Center in Central Jakarta.

The research method used is the survey method, using a questionnaire as a data collection tool. The population in this study were all medical personnel in the Menteng District Health Center in Central Jakarta. The sample used was 96 samples. The analytical tool used is SPSS.

Based on the results and discussion, partially there is a significant effect of organizational commitment to Organizational Citizenship Behavior of medical personnel in the Menteng District Health Center in Central Jakarta and the contribution of the influence of organizational commitment to Organizational Citizenship Behavior by 13.9%; partially there is a significant effect of job satisfaction on Organizational Citizenship Behavior of medical personnel in Menteng District Health Center in Central Jakarta and the contribution of job satisfaction on Organizational Citizenship Behavior by 18.7%;

In general it is concluded that there is a positive influence on organizational commitment, job satisfaction, and personality on Organizational Citizenship Behavior of medical personnel in the Menteng District Health Center, Central Jakarta.

Keywords: Organizational Commitment, Job Satisfaction, Personality, Organizational Citizenship Behavior.

Abstract: Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh komitmen organisasi, kepuasan kerja, dan kepribadian terhadap *Organizational Citizenship Behavior* tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat.

Metoda penelitian yang digunakan adalah metoda survei, dengan menggunakan kuesioner sebagai alat pengumpulan datanya. Populasi dalam penelitian ini adalah semua tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat. Sampel yang digunakan adalah 96 orang sampel. Alat analisis yang digunakan adalah SPSS.

Berdasarkan hasil menunjukkan secara parsial terdapat pengaruh yang signifikan komitmen organisasi terhadap *Organizational Citizenship Behavior* tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat dan kontribusi pengaruh komitmen organisasi terhadap *Organizational Citizenship Behavior* sebesar 13,9% ; secara parsial terdapat pengaruh yang signifikan kepuasan kerja terhadap

Organizational Citizenship Behavior tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat dan kontribusi pengaruh kepuasan kerja terhadap *Organizational Citizenship Behavior* sebesar 18,7% ; secara parsial terdapat pengaruh yang signifikan kepribadian terhadap *Organizational Citizenship Behavior* tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat dan kontribusi pengaruh kepribadian terhadap *Organizational Citizenship Behavior* sebesar 17,8% serta secara simultan terdapat pengaruh yang signifikan komitmen organisasi, kepuasan kerja, dan kepribadian terhadap *Organizational Citizenship Behavior* tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat dan kontribusi pengaruh komitmen organisasi, kepuasan kerja, dan kepribadian terhadap *Organizational Citizenship Behavior* sebesar 54,2%.

Secara umum disimpulkan bahwa terdapat pengaruh positif komitmen organisasi, kepuasan kerja, dan kepribadian terhadap *Organizational Citizenship Behavior* tenaga medis di Puskesmas Kecamatan Menteng Jakarta Pusat

Kata kunci : Komitmen Organisasi, Kepuasan Kerja, Kepribadian, Organizational Citizenship Behavior.

I. PRELIMINARY

The workforce of organizations around the world has shifted from working individually to working in teams. This situation occurs because not everyone is able to work alone but requires teamwork for mutual progress, especially agencies. Teamwork requires the ability of individuals to communicate openly and honestly, cooperate with others, share information, acknowledge differences and be able to resolve conflicts, and can suppress personal goals for team goals.

Table 1.1 Number of Patients at the Menteng District Health Center January 2019 to December 2019

| Period | Patient | The increase decrease | |
|-----------|---------|-----------------------|---------|
| | | Person | % |
| January | 15,365 | - | - |
| February | 15,152 | (213) | (1.39) |
| March | 14,269 | (883) | (5.83) |
| April | 11,358 | (2911) | (20.40) |
| May | 10,179 | (1179) | (10.38) |
| June | 28,134 | 17955 | 176.39 |
| July | 12,935 | (15199) | (54.02) |
| August | 12,148 | (787) | (6.08) |
| September | 12,295 | 147 | 1.21 |
| October | 12,967 | 672 | 5.47 |
| November | 12,475 | (492) | (3.79) |
| December | 11.305 | (1170) | (9.38) |

Source: Puskesmas Menteng District, Central Jakarta (2019)

Judging from Table 1.1. shows the phenomenon of fluctuating the number of patients in Puskesmas in Menteng District, where the patient is receiving medication, medical personnel and health controls. Where the greatest value was in June 2019 as

many as 28,134 patients, which were hajj referral patients and in May 2019 there were 10,179 patients.

Judging from the phenomena that occurred and the differences in the results of previous studies, the researcher added a variable, namely personality. Therefore, researchers are interested in examining the thesis entitled "The Effect of Organizational Commitment, Job Satisfaction and Personality on Organizational Citizenship Behavior Medical Personnel at Puskesmas Menteng District, Central Jakarta "

1.1. Formulation of the problem

Based on the background of the problems raised, the formulation of the problems to be discussed in this study are:

1. Is there a significant effect of organizational commitment on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta?
2. Is there a significant effect of job satisfaction on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta?
3. Is there a significant effect of personality on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta?
4. Is there a significant effect of organizational commitment, job satisfaction and personality on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta?

1.2. Research purposes

From the formulation of the problem above, this study aims to determine:

1. The influence of organizational commitment on organizational citizenship behavior of medical personnel at the Puskesmas, Menteng District, Central Jakarta?
2. The effect of job satisfaction on organizational citizenship behavior of medical personnel at the Puskesmas, Menteng District, Central Jakarta?
3. The influence of personality on organizational citizenship behavior of medical personnel at the Puskesmas, Menteng District, Central Jakarta?
4. The influence of organizational commitment, job satisfaction, and personality on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta?

II. LITERATURE REVIEW

2.1. Human Resource Management (HRM)

According to Dessler (2015: 4) human resource management is a process to acquire, train, assess and compensate employees and to take care of their workforce relationships, their health and safety, and matters related to justice. According to Bangun (2012: 6), it is explained that human resources are a process of planning, organizing, composing staff, mobilizing, supervising, procurement, development, providing compensation, integration, maintenance, separation of labor to achieve organizational goals.

2.2. Human Resources (HR)

According to Sumarsono (2014: 4) Human Resources or human resources contain two definitions. First, is a work business or service that can be provided in the production process. In other respects HR reflects the quality of business given by a person within a certain time to produce goods and services. The second definition, human resources concerned people who are able to work to provide services or work business. Being able to work means being able to carry out activities that have economic activities, namely that these activities produce goods or services to meet the needs or needs of the community.

2.3. Organizational commitment

Mehmud et.al (2010: 4) states that commitment can develop if employees are able to find their hopes and fulfill their needs in an organization. Robbins and Judge (2012: 104) also state that commitment is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in that organization. Sopiah (2011: 91) states organizational commitment as a condition in which employees believe and are willing to accept the organizational goals that will remain or will not leave the organization.

2.4. Job satisfaction

Dadang (2013: 15) Job Satisfaction is a pleasant or unpleasant emotional state towards work, job satisfaction reflects a person's feelings towards their job. According to Sutrisno (2014: 75), job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects a person's feelings towards his job

2.5. Personality

Personal according to Feist (2012: 51) is a pattern of unique traits and characteristics that are relatively sedentary and provide consistency and uniqueness to a person's behavior. Allport (in Suryabrata, 2013: 65) defines personality as a dynamic organization within an individual as a psychophysical system that determines his unique way of adapting to the environment.

2.3. Organizational Citizenship Behavior

Menaccording to Robbins & Judge in Waspodo (2012: 4) in his book Organizational Behavior defines OCB as a preferred behavior that does not become an employee's formal work obligations, but supports the functioning of the organization effectively. Another opinion regarding the notion of OCB was put forward by Garay in Waspodo (2012: 5), he explained that OCB is a voluntary behavior of a worker to want to do a task or work outside of his or her responsibilities or obligations for the advancement or benefit of his organization.

2.4. Relationship Between Research Variables

2.4.1. Effect of organizational commitment on *organizational citizenship behavior*

Organizational Citizenship Behavior(OCB) is an individual contribution that exceeds the demands of a role in the workplace. OCB is a work behavior of employees in an organization that is voluntary outside the predetermined job descriptions to improve the progress of organizational performance. Organ in Titisari (2014: 6) which states that: "Organizational Citizenship Behavior (OCB) is the behavior of company employees aimed at increasing the effectiveness of company performance without neglecting individual employee productivity goals." Organizational commitment is a behavioral indicator that can be used to measure and evaluate the strength of employees in surviving and carrying out their duties and obligations to the organization. Robbins and Judge (2015: 47) define organizational commitment is the level at which a worker identifies an organization, goals and hopes to remain a member. Kaswan (2012: 293) states that organizational commitment is a measure of an employee's willingness to stay with a company in the future.

2.4.2. The effect of job satisfaction on organizational citizenship behavior

Robbins and Judge (2015: 46) define job satisfaction as a positive feeling about work resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings. Robbin in Kaswan (2012: 288) states that job satisfaction is a general

attitude of an individual towards his job. Work requires interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living there are less than ideal and similar working conditions this means that an employee's assessment of how satisfied and dissatisfied is with his job is a complicated summation of an element of work.

2.4.3. The influence of personality on organizational citizenship behavior

Organ (2015) argues that individual differences are predictors that play an important role in an employee so that employees will show their OCB, so it is believed that some people who show who they are or how they show their personality will be more likely to show them OCB. Associated personality theory as proposed by Griffin in Saefullah (2016: 219), among the understandings that managers must know is what is known as the "Five Dimensional Model of Personality" (the Big Five Model of Personality). This model explains that basically personality can be identified from the five types of behavior contained in each individual.

2.5. Research Hypothesis Development

Hypothesis is a proportion or assumption that may be true, and is often used as a basis for decision making or problem solving or for the basis of further research. The assumptions or assumptions of the hypothesis are also data, but because they may be wrong, then if they are used as a basis for decision making, they must be tested first using observational data (Supranto, 2013: 124).

Based on the description of the theoretical framework above, the research hypothesis can be stated as follows:

- H1: It is suspected that there is a significant effect of organizational commitment on the work satisfaction of medical personnel at the Menteng District Health Center, Central Jakarta
- H2: It is suspected that there is a significant effect on job satisfaction *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta
- H3: It is suspected that there is a significant influence on personality *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta
- H1: It is suspected that there is a significant influence on organizational commitment, job satisfaction and personality *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta

2.6. Research Conceptual Framework

Ber based on the description above, the conceptual framework of research can be expressed in the form of a paradigm. The paradigm in this study is the paradigm of the influence of three independent variables (organizational commitment, job satisfaction and personality) and one dependent variable (organizational citizenship behavior of medical personnel) which can be described as follows

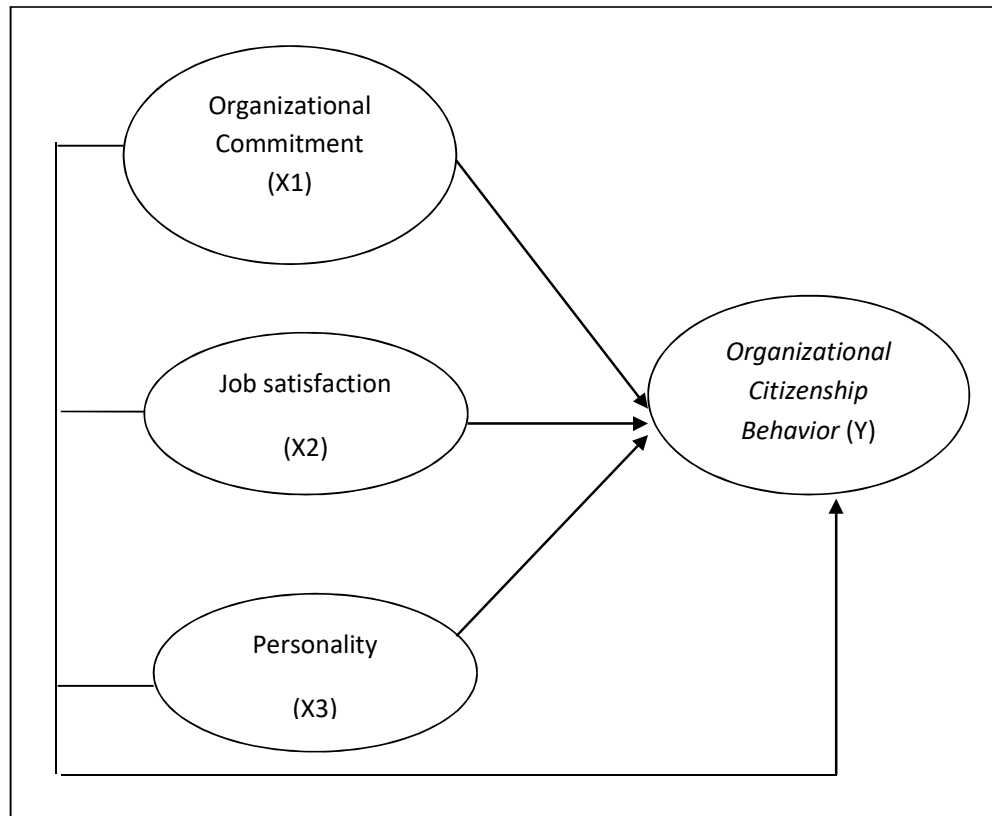


Figure 2.1. Research Conceptual Framework

In this conceptual framework, it is explained about the influence between the variables studied and the hypotheses that will occur in this study. In this study there is a direct influence of organizational commitment variables on organizational citizenship behavior, the influence of job satisfaction variables on organizational citizenship behavior, the influence of personality variables on organizational citizenship behavior and together the influence of organizational commitment variables, job satisfaction and personality on organizational citizenship behavior. This shows that organizational commitment, job satisfaction and personality that run harmoniously, harmoniously and in balance are positive contributions to agencies that can increase organizational citizenship behavior for medical personnel.

III. RESEARCH METHOD

3.1. Research Strategy

This research is quantitative research, where quantitative research is research that uses numerical or numeric data analysis, while based on the explanation, according to Suryani and Hendryadi (2015: 119) this research is correlational / associative research, where this research is conducted to find relationships or the effect of one or more independent variables with one or more dependent variables. This study was used to test the concept of the influence hypothesis organizational commitment (X1), job satisfaction (X2) and personality (X3) on organizational citizenship behavior of medical personnel (Y).

3.2. Population and Sample Research

The target population in this study were medical personnel Puskesmas Menteng District, Central Jakarta, totaling 127 people. According to Permenkes No. 75 of 2014

chapter X article 16 on HR, medical personnel consist of health workers and non-health workers. The types of medical personnel referred to at least consist of: primary care doctor or doctor, dentist, nurse, midwife, public health worker, environmental health worker, medical laboratory technology expert, pharmacist, nutritionist and pharmacy worker.

Paying attention to the description above, because the population is more than 100, the sampling in this study uses the sampling technique using the formula from Taro Yamane or Slovin as follows:

Where:

n = Number of samples

N = total population

e2 = Precision 5% (0.05)

Based on this formula, the number of samples is obtained as follows:

$$n = \frac{127}{1 + 0,32}$$
$$n = \frac{127}{1,32}$$

$$n = 96.22 \approx 96 \text{ samples}$$

Respondents who were sampled in this study were medical personnel at the Puskesmas, Menteng District, Central Jakarta with the following criteria:

1. Age over 17 years. With an adult age, it is expected that the respondent can make an objective assessment of the statements in the questionnaire related to the research variables.
2. Respondents selected by medical personnel at the Menteng District Health Center, Central Jakarta, according to the criteria Permenkes No. 75 of 2014 chapter X article 16 on HR.

3.3. Metoda Data Analysis

The steps used for data processing in this study are as follows:

3.3.1. Data processing methods

The data obtained were then processed using SPSS Version 24 software. SPSS software was used to facilitate data processing, so that the results were faster and more precise. Where editing and coding are done. Editing is the first stage in processing data obtained by researchers from the field by checking the possibility of respondent's answer error and the uncertainty of respondent's answer. Coding is giving or a certain sign or code to alternative answers of a kind or classifying so that it can facilitate researchers about tabulation.

3.3.2. Method of presenting data

In this study the data collected is presented in tabular form to make it easier to analyze and understand the data so that the data presented is more systematic. Where tabulation is done. Tabulation is the calculation of data that has been collected in each category until it is arranged in an easy to understand table.

The data obtained, after being processed and sorted, will be used for statistical analysis of the data in accordance with the research objectives. The data analysis used is the analysis of the coefficient of determination and hypothesis testing.

3.3.3. Statistical analysis of data

To discuss the results of the study, the authors used paired data based on the data obtained. Because there is more than one independent variable, namely three independent variables and one dependent variable, the analysis method used in this study is the analysis of the coefficient of determination and hypothesis testing (partial and multiple) as follows:

3.3.3.1. Data Quality Test

A questionnaire depends on the quality of the data used in the test. Research data will not be useful if the instrument that will be used to collect research data does not have high validity and reliability. These tests and measurements each demonstrate the consistency and accuracy of the data collected.

1. Validity test

The validity test is carried out to ascertain how well an instrument is used to measure the concept that should be measured. According to Sugiyono, to test the validity is done by correlating the score of the questions with the total score. The total score is the sum of all statement scores. The data that has been obtained is tabulated and factor analysis is carried out using the Construct Validity method using a simple correlation method. If the result is 0.3 or more, then the factor is a strong construction or has good construction validity.

The formula used to test the validity of this instrument is Karl Pearson's Product Moment, as follows:

$$r_{XY} = \frac{n \sum X Y - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}} \dots\dots\dots (3.1)$$

Information:

- r_{XY} = The coefficient of the validity of the question items being sought
- n = Number of respondents sought (sample)
- X = Score obtained by subjects from all items
- Y = The total score obtained from all items

Then the results of r_{xy} are compared with the critical product moment brand association (r_{tabel}), if the results obtained are $r_{xy} > r_{tabel}$, then the instrument is valid. In practice, to test the validity of the questionnaire, Microsoft Office Excel software and Statistical Product and Service Solution (SPSS) are often used.

2. Reliability test

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to a statement is consistent or stable over time. The method used to test the reliability of the questionnaire in this study was to measure the reliability with the Cronbach Alpha statistical test. To find out that the questionnaire is reliable, it will be tested the reliability of the questionnaire with the help of the SPSS computer program. The instrument used in this variable is said to be reliable if it has a Cronbach Alpha of more than 0.60 (Duwi Priyatno, 2014: 26).

Cronbach's Alpha Coefficient: $\alpha_{it} = \left(\frac{k}{k - 1} \right) \left(1 - \frac{\sum S_i^2}{S_t^2} \right) \dots\dots\dots$

(3.3)

Information :

- k = number of questionnaire items
- α_{it} = the reliability coefficient of the questionnaire items
- $\sum S_i^2$ = the number of valid item score variances
- S_t^2 = variance of the total item score

To find the variance of the questionnaire items and the variance of the total item score, the following formula is used:

$$S_i^2 = \frac{\sum X_i^2}{n} - \left(\frac{\sum X_i}{n} \right)^2 \dots\dots\dots (3.4)$$

Information :

$\sum X_i$ = total score of each item

$\sum X_i^2$ = the sum of the squares of each item's score

According to Sekaran (2013), the basis for making this reliability test decision is as follows:

If the Cronbach's Alpha coefficient $\geq 0.6 \rightarrow$ then Cronbach's Alpha is acceptable (construct reliable).

If Cronbach's Alpha $< 0.6 \rightarrow$ then Cronbach's Alpha is poor acceptable (construct unreliable).

3.3.3.2. Analysis of the Coefficient of Determination (R^2)

Analysis of R^2 (R square) or the coefficient of determination is used to determine how much the percentage contribution of the influence of the independent variables together on the dependent variable. The coefficient of determination is between zero and one (0-1). If the value of R^2 is close to 1 (one), it can be said that the stronger the model is in explaining the independent variables against the dependent variable. conversely, if R^2 is close to 0 (zero), the weaker the variation in the independent variable explains the dependent variable. (Priyatno, 2014: 125) To state the size of the contribution of the independent variable to the dependent variable, it can be determined by the formula for the coefficient of determination as follows:

1. Contribution of the influence of organizational commitment on organizational citizenship behavior of medical personnel
KDP1 = $(r_{Y1.23})^2 \cdot 100\%$
2. Contribution of the effect of job satisfaction on organizational citizenship behavior of medical personnel
KDP2 = $(r_{Y2.13})^2 \cdot 100\%$
3. Contribution of the influence of personality on organizational citizenship behavior of medical personnel
KDP3 = $(r_{Y3.12})^2 \cdot 100\%$
4. The contribution of the influence of organizational commitment, job satisfaction and personality together on organizational citizenship behavior of medical personnel
Adjusted R2 = $(r_{Y123})^2 \cdot 100\%$

Information :

- a. Partial correlation coefficient between X1 and Y (X2 and X3 = constant)

$$r_{Y1.23} = \frac{r_{Y1} - (r_{Y2} \cdot r_{Y3} \cdot r_{123})}{\sqrt{(1 - (r_{Y2})^2) \cdot (1 - (r_{Y3})^2) \cdot (1 - (r_{123})^2)}} \dots\dots\dots (3.4.)$$

- b. Partial correlation coefficient between X2 and Y (X1 and X3 = constant)

$$r_{Y2.13} = \frac{r_{Y2} - (r_{Y1} \cdot r_{Y3} \cdot r_{123})}{\sqrt{(1 - (r_{Y1})^2) \cdot (1 - (r_{Y3})^2) \cdot (1 - (r_{123})^2)}} \dots\dots\dots (3.5.)$$

- c. Partial correlation coefficient between X3 and Y (X1 and X2 = constant)

$$r_{Y3.12} = \frac{r_{Y3} - (r_{Y1} \cdot r_{Y2} \cdot r_{123})}{\sqrt{(1 - (r_{Y1})^2) \cdot (1 - (r_{Y2})^2) \cdot (1 - (r_{123})^2)}} \dots\dots\dots (3.6.)$$

- d. Simultaneous correlation coefficient

$$r_{Y123} = \sqrt{\frac{(r_{Y1})^2 + (r_{Y2})^2 + (r_{Y3})^2 - 2(r_{Y1} \cdot r_{Y2} \cdot r_{Y3})}{1 - (r_{123})^2}} \dots\dots\dots (3.7)$$

Where :

r_{Y1} = Simple correlation coefficient between X₁ with Y

$$= \frac{\sum \chi_{1i} \cdot y_i}{\sqrt{\sum \chi_{1i}^2} \sqrt{\sum y_i^2}} \dots\dots\dots (3.8.)$$

r_{Y2} = Simple correlation coefficient between X₂ with Y

$$= \frac{\sum \chi_{2i} \cdot y_i}{\sqrt{\sum \chi_{2i}^2} \sqrt{\sum y_i^2}} \dots\dots\dots (3.9.)$$

r_{Y3} = Simple correlation coefficient between X₃ with Y

$$= \frac{\sum \chi_{3i} \cdot y_i}{\sqrt{\sum \chi_{3i}^2} \sqrt{\sum y_i^2}} \dots\dots\dots (3.10.)$$

r₁₂₃ = Simple correlation coefficient between X₁ X₂ X₃ with Y

$$= \frac{\sum \chi_1 \chi_2 \chi_3}{\sqrt{\sum \chi_1^2} \sqrt{\sum \chi_2^2} \sqrt{\sum \chi_3^2}} \dots\dots\dots (3.11.)$$

χ_1 = Difference in score of organizational commitment variable item i (X_{1i}) with the average score for the organizational commitment variable \bar{x}_1 atau $(X_{1i} - \bar{X}_1)$

χ_2 = Difference in the score of the job satisfaction variable item i (X_{2i}) with the average job satisfaction variable score \bar{x}_2 atau $(X_{2i} - \bar{X}_2)$

χ_3 = Difference in personality variable score item i (X_{3i}) with average personality variable score \bar{x}_3 atau $(X_{3i} - \bar{X}_3)$

y_i = The difference in the score of the variable organizational citizenship behavior item i (Y_i) with the mean score of the variable organizational citizenship behavior of medical personnel \bar{y} atau $(Y_i - \bar{Y}_1)$

$$\bar{X}_1 = \frac{1}{n} \sum_{i=1}^n X_{1i}$$

= Average score of organizational commitment variable (X1)

$$\bar{X}_2 = \frac{1}{n} \sum_{i=1}^n X_{2i}$$

= Average score of job satisfaction variable (X2)

$$\bar{X}_3 = \frac{1}{n} \sum_{i=1}^n X_{3i}$$

= Average score of Personality variable (X3)

$$\bar{Y} = \frac{1}{n} \sum_{i=1}^n Y_i$$

= Average score of the variable Organizational citizenship behavior of medical personnel (Y)

X1 = Organizational commitment

X2 = Job satisfaction

X3 = Personality

Y = *Organizational citizenship behavior* medical personnel

3.3.3.3. Hypothesis test

Hypothesis testing is used to test the partial and multiple correlation coefficients. The hypotheses to be tested in this study are:

1. Effect of X1 on Y

Ho: $\rho_{y1.23} = 0$ (Partially there is an insignificant influence on organizational commitment *organizational citizenship behavior* medical personnel).

Ha: $\rho_{y1.23} \neq 0$ (Partially there is a significant effect on organizational commitment *organizational citizenship behavior* medical personnel).

2. Effect of X2 on Y

Ho: $\rho_{y2.13} = 0$ (Partially there is a significant effect no significant job satisfaction on organizational citizenship behavior of medical personnel).

Ha: $\rho_{y2.13} \neq 0$ (Partially there is a significant effect on job satisfaction *organizational citizenship behavior* medical personnel).

3. Effect of X3 on Y

Ho: $\rho_{y3.12} = 0$ (Partially there is an insignificant influence on personality *organizational citizenship behavior* medical personnel).

Ha: $\rho_{y3.12} \neq 0$ (Partially there is a significant influence on personality *organizational citizenship behavior* medical personnel).

To test the effect of independent variables on the dependent variable partially, it is seen from the P-value compared to α ($5\% = 0.05$)

Ho is rejected, Ha is accepted if the P-value < 0.05 and

Ho is accepted, Ha is rejected if the P-value is > 0.05

4. Effect of X1X2and X3 against Y

Hypothesis testing is used to test multiple correlation coefficients. The hypotheses to be tested in this study are:

Ho: $\rho_{y123} = 0$ (simultaneously (multiple) there is an insignificant influence on organizational commitment, job satisfaction and personality towards organizational citizenship behavior of medical personnel).

Ha: $\rho_{y123} \neq 0$ (Simultaneously (multiple) there is a significant influence on organizational commitment, job satisfaction and on *organizational citizenship behavior* medical personnel).

As for testing the influence of the independent variable on the dependent variable multiple (together), the value of Significance F is used compared to α ($5\% = 0.05$).

Ho is rejected, Ha is accepted if Significance F < 0.05 and

Ho is accepted, Ha is rejected if Significance F > 0.05

IV. RESULTS AND DISCUSSION

4.1. Description of Research Object

Puskesmas Menteng, Central Jakarta, is located at Jalan Pegangsaan Barat No.14, RT.16 / RW.5, Menteng, Kec. Menteng, Central Jakarta City, Special Capital Region of Jakarta 10310.Menteng Subdistrict Puskesmas, or also known as BLUD Puskesmas Menteng District. This Puskesmas is located not far from the Cikini Electric Train (KRL)

station in the administrative area of Central Jakarta. This Puskesmas has been present to serve the surrounding community since 1988, with a 3-story building equipped with stairs. At the end of 2013, this puskesmas was renovated into a 5-storey building equipped with an elevator and additional medical services.

4.2. Respondent Description

Based on the data from the answers from the 96 respondents who were collected through a questionnaire, information was obtained about the characteristics of the respondents who were the object of the study. Where respondents are obtained based on the Slovin formula. The following table describes the characteristics of the respondent data that have been determined in this study including: age, gender, educational marital status. More complete respondent data based on these characteristics, namely:

Table 4.1. Data on the Characteristics of Research Respondents Based on Gender

| No. | Gender | Number of people) | Percentage (%) |
|--------|--------|-------------------|----------------|
| 1 | Male | 25 | 26% |
| 2 | Women | 71 | 74% |
| amount | | 96 | 100% |

Source: Data Processed Results (2020)

Based on Table 4.1 above, it is known that male respondents are 25 people or 26% and female respondents are 71 people or 74%, it can be concluded that the most respondents are women, as many as 71 people out of 96 respondents.

Table 4.2. Data on the Characteristics of Research Respondents Based on Age

| No. | Age (years) | Number of people) | Percentage (%) |
|--------|-------------|-------------------|----------------|
| 1 | 21-30 years | 8 | 8% |
| 2 | 31-40 years | 58 | 60% |
| 3 | 41-50 years | 18 | 19% |
| 4 | > 50 years | 12 | 13% |
| amount | | 96 | 100% |

Source: Data Processed Results (2020)

Based on Table 4.2 the age group of respondents, 8 people aged 21-30 years or 8%, 58 people aged 31-40 or 60%, 18 people aged 41-50 or 19%, 12 people aged > 50 or 13%. The majority of respondents are between the ages of 31-40 years, because at that age medical personnel are workers who are still communicative and have a working age that is still relatively good for work.

Table 4.3. Data on the Characteristics of Research Respondents Based on Marital status

| No. | Marital status | Number of people) | Percentage (%) |
|--------|----------------|-------------------|----------------|
| 1 | Married | 72 | 75% |
| 2 | Single | 24 | 25% |
| amount | | 96 | 100% |

Source: Data Processed Results (2020)

In this study, the highest number of respondents was respondents who were married as many as 72 people or 75% and unmarried as many as 24 people or 25%. The majority of respondents are married.

Table 4.4. Data on the Characteristics of Research Respondents Based on Profession

| No. | Last education | Number of people) | Percentage (%) |
|-----|----------------|-------------------|----------------|
| 1 | Diploma | 73 | 77% |
| 2 | S1 | 21 | 22% |

| | | | |
|--------|----|----|------|
| 3 | S2 | 2 | 2% |
| amount | | 96 | 100% |

Source: Data Processed Results (2020)

In this study, the highest number of respondents was respondents who had a Diploma level of education as many as 73 people or 77%, S1 as many as 21 people or 22% and S2 with 2 people or 2%. It can be concluded that the majority of respondents have Diploma education.

Table 4.5. Dominant Characteristics Data

| No. | Characteristics | Dominant character | Frequency | Percentage |
|-----|-----------------|--------------------|-----------|------------|
| 1 | Gender | Women | 61 | 64% |
| 2 | Age | 31-40 years | 58 | 60% |
| 3 | Status | Married | 72 | 75% |
| 4 | Last education | Diploma | 55 | 57% |

Source: Data Processed Results (2020)

Based on the data above, it can be seen that the majority of the study respondents were female, as many as 61 people. The age level is dominated by vulnerable 31 to 40 years, which is 58 people. The latest education level is dominated by the Diploma level, which is 55 respondents, and the married status is 72 respondents.

4.3. Instrument Research Testing Results

4.3.1. Validity test

From the results of the data obtained through a questionnaire made by the researcher, it consisted of 19 questions covering the results of organizational commitment, job satisfaction, and personality and organizational citizenship behavior of medical personnel aimed at 96 respondents at the Puskesmas, Menteng District, Central Jakarta. This is done so that data collection can be representative and accurate and support qualitative analysis of organizational commitment, job satisfaction, and personality and organizational citizenship behavior of medical personnel at Menteng District Health Center, Central Jakarta. Based on the results of the respondents' answers in the attachment, it can be seen the weight of the assessment criteria using the validity test.

The following are the results of data processing for all statements in the organizational commitment instrument consisting of 3 (three) statement items in Table 4.10. as follows :

Table 4.10. Instrument validity per item for organizational commitment variable

| No. Statement | rx _y | critical | Decision |
|---------------|-----------------|----------|----------|
| Item 1 | 0.716 | 0.30 | Valid |
| Item 2 | 0.824 | 0.30 | Valid |
| Item 3 | 0.593 | 0.30 | Valid |

Source: Processed SPSS Results (2020)

Based on data processing (Appendix 7), the results obtained for the organizational commitment variable (X1), the three statements have a value of more than 0.30, so that these statements can be used for data collection in this study.

The following are the results of data processing for all statements in the job satisfaction instrument consisting of 6 (six) statement items in Table 4.11. as follows :

Table 4.11. Instrument validity per item for job satisfaction variables

| No. Statement | rx _y | critical | Decision |
|---------------|-----------------|----------|----------|
| Item 1 | 0.768 | 0.30 | Valid |

| | | | |
|--------|-------|------|-------|
| Item 2 | 0.720 | 0.30 | Valid |
| Item 3 | 0.689 | 0.30 | Valid |
| Item 4 | 0.801 | 0.30 | Valid |
| Item 5 | 0.795 | 0.30 | Valid |
| Item 6 | 0.858 | 0.30 | Valid |

Source: Processed SPSS Results (2020)

Based on data processing (Appendix 7), the results obtained for the job satisfaction variable (X2), the six statements have a value of more than 0.30, so that these statements can be used for data collection in this study.

The following are the results of data processing for all statements in the personality instrument consisting of 5 (five) statement items in Table 4.12. as follows :

Table 4.12. Instrument Validity Per item for Personality Variables

| No. Statement | rxv | critical | Decision |
|---------------|-------|----------|----------|
| Item 1 | 0.834 | 0.30 | Valid |
| Item 2 | 0.787 | 0.30 | Valid |
| Item 3 | 0.850 | 0.30 | Valid |
| Item 4 | 0.816 | 0.30 | Valid |
| Item 5 | 0.752 | 0.30 | Valid |

Source: Processed SPSS Results (2020)

Based on data processing (Appendix 7), the results obtained for personality variables (X3), the five statements have a value of more than 0.30, so that these statements can be used for data collection in this study.

The following are the results of data processing for all statements in the organizational citizenship behavior instrument of medical personnel consisting of 5 (six) statement items in Table 4.13. as follows :

Table 4.13. Instrument validity per item for variables of Organizational citizenship behavior of medical personnel

| No. Statement | rxv | critical | Decision |
|---------------|-------|----------|----------|
| Item 1 | 0.705 | 0.30 | Valid |
| Item 2 | 0.820 | 0.30 | Valid |
| Item 3 | 0.821 | 0.30 | Valid |
| Item 4 | 0.674 | 0.30 | Valid |
| Item 5 | 0.625 | 0.30 | Valid |

Source: Processed SPSS Results (2020)

Based on data processing (Appendix 7), the results obtained for the variable organizational citizenship behavior of medical personnel (Y), the five statements have a value of more than 0.30, so that these statements can be used for data collection in this study.

4.3.2. Reliability test

After conducting the validity test, for a valid statement, the exogenous and endogenous variables are tested for reliability. The reliability test was carried out using the split half method with the name Spearman Brown or Cronbach alpha > 0.60. Based on data processing regarding reliability statistics, it can be seen that the value of Cronbach's alpha is equal to or greater than 0.60, so it can be said that for all variable statements are reliable (reliable). The variables used are as follows:

Table 4.14. Instrument Reliability Test Results

| Variable | <i>Cronbach Alpha</i> | Resolutions | Decision |
|--|-----------------------|-------------|-----------------|
| Organizational commitment (X1) | 0.716 | 0.60 | <i>Reliable</i> |
| Job satisfaction (X2) | 0.861 | 0.60 | <i>Reliable</i> |
| Personality (X3) | 0.866 | 0.60 | <i>Reliable</i> |
| <i>Organizational citizenship behavior medical personnel (Y)</i> | 0.777 | 0.60 | <i>Reliable</i> |

Source: Processed SPSS Results (2020)

The research variable contained 19 statements given to 96 respondents. Based on the data management in appendix 7, it is obtained with the Cronbach's alpha model > 0.60 , so the statements on the research variables are reliable. Thus it can be concluded, both the instruments of organizational commitment (X1), job satisfaction (X2), and personality (X3) and organizational citizenship behavior of medical personnel (Y) are considered reliable.

4.4. Statistical Analysis of Data

In conducting a series of statistical analyzes the data will be divided into several parts consisting of analysis of the coefficient of determination and partial and simultaneous testing of hypotheses, as described below:

4.4.1. Analysis of the coefficient of determination

The effect of organizational commitment, job satisfaction, and personality simultaneously on organizational citizenship behavior of medical personnel is shown by the coefficient of determination (R^2). The coefficient of determination (R^2) shows the proportion or percentage of the total variation in variable Y which can be explained by the independent variable X1 X2 X3.

1. Partial Determination Coefficient

- a. The value of the coefficient of determination of organizational commitment (X1) on organizational citizenship behavior of medical personnel (Y) is as follows:

Table 4.15. The coefficient of determination of partial organizational commitment (X1)

organizational citizenship behavior of medical personnel (Y)

| Correlations | | | Organizational Commitment X1 | OCB_Y |
|---------------------|------------------------------|-------------------------|------------------------------|-------|
| Control Variables | Organizational Commitment_X1 | Correlation | 1,000 | ,373 |
| | | Significance (2-tailed) | . | ,000 |
| Job Satisfaction_X2 | OCB_Y | df | 0 | 93 |
| | | Correlation | ,373 | 1,000 |
| | Significance (2-tailed) | df | ,000 | . |
| | | df | 93 | 0 |

Source: Processed SPSS Results (2020)

Based on Table 4.15. shows an r value of 0.373 which means the closeness of the relationship between organizational commitment and organizational citizenship behavior of medical personnel is low and unidirectional (positive), while the following is the calculation of the partial determination coefficient of organizational commitment (X1) on organizational citizenship behavior of medical personnel (Y):

$$\begin{aligned}
 \text{KDP1} &= (r)^2 \times 100\% \\
 &= (0.373)^2 \times 100\% \\
 &= 0.139 \times 100\% \\
 &= 13.9\%
 \end{aligned}$$

This shows that the partial determination coefficient of 0.139 can be interpreted that the effect of organizational commitment on organizational citizenship behavior of medical personnel is 13.9% or in other words, 13.9% of variations in the variable organizational citizenship behavior of medical personnel can be explained by organizational commitment variables, whereas the remaining 86.1% is the influence of other variables not included in this research model.

- b. The coefficient of determination of job satisfaction (X2) on organizational citizenship behavior of medical personnel (Y) is as follows:

Table 4.16. Partial determination coefficient of job satisfaction (X2) organizational citizenship behavior of medical personnel (Y)

| Correlations | | | Job Satisfaction X2 | OCB_Y |
|-------------------|---------------------|-------------------------|---------------------|-------|
| Control Variables | | | | |
| | Job Satisfaction_X2 | Correlation | 1,000 | ,432 |
| | | Significance (2-tailed) | . | ,000 |
| | | df | 0 | 93 |
| Personality_X3 | | Correlation | ,432 | 1,000 |
| | OCB_Y | Significance (2-tailed) | ,000 | . |
| | | df | 93 | 0 |

Source: Processed SPSS Results (2020)

Based on Table 4.16. shows an r value of 0.432 which means the closeness of the relationship between job satisfaction and organizational citizenship behavior of medical personnel is quite strong and unidirectional (positive), while the following is the calculation of the coefficient of determination of partial job satisfaction (X2) on organizational citizenship behavior of medical personnel (Y):

$$\begin{aligned}
 \text{KDP2} &= (r)^2 \times 100\% \\
 &= (0.432)^2 \times 100\% \\
 &= 0.187 \times 100\% \\
 &= 18.7\%
 \end{aligned}$$

This shows that the partial determination coefficient of 0.187 can be interpreted that the effect of job satisfaction on organizational citizenship behavior by medical personnel is 18.7% or in other words 18.7% of the variation in the variable organizational citizenship behavior of medical personnel can be explained by job satisfaction variables, whereas the remaining 81.3% is the influence of other variables which are not included in this research model.

- c. The value of the coefficient of personality determination (X3) on organizational citizenship behavior of medical personnel (Y) is as follows:

Table 4.17. The coefficient of determination of Partial Personality (X3) on organizational citizenship behavior of medical personnel (Y)

| Correlations | | | Personality X3 | OCB_Y |
|------------------------------|----------------|-------------------------|----------------|-------|
| Control Variables | | | | |
| | Personality_X3 | Correlation | 1,000 | ,422 |
| | | Significance (2-tailed) | . | ,000 |
| | | df | 0 | 93 |
| Organizational Commitment_X1 | | Correlation | ,422 | 1,000 |
| | OCB_Y | Significance (2-tailed) | ,000 | . |
| | | df | 93 | 0 |

Source: Processed SPSS Results (2020)

Based on Table 4.17. shows an r value of 0.422 which means the closeness of the relationship between personality and organizational citizenship behavior of medical personnel is quite strong and unidirectional (positive), while the

following is the calculation of the partial determination coefficient of personality (X3) on organizational citizenship behavior of medical personnel (Y):

$$\begin{aligned} \text{KDP3} &= (r)^2 \times 100\% \\ &= (0.422)^2 \times 100\% \\ &= 0.178 \times 100\% \\ &= 17.8\% \end{aligned}$$

This shows that the partial determination coefficient of 0.178 can be interpreted that the effect of personality on organizational citizenship behavior by medical personnel is 17.8% or in other words 17.8% of the variation in the organizational citizenship behavior variable of medical personnel can be explained by personality variables, while the remaining 82, 2% is the influence of other variables not included in this research model.

2. Simultaneous Determination Coefficient

The value of the simultaneous determination coefficient of organizational commitment (X1), job satisfaction (X2), and personality (X3) on organizational citizenship behavior of medical personnel (Y) is as follows:

Table 4.18. Correlation Coefficients and Simultaneous Determination of organizational commitment (X1), job satisfaction (X2), and personality (X3) on organizational citizenship behavior of medical personnel (Y)

| Model Summary | | | | |
|---------------|--------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | , 746a | , 557 | , 542 | 1.39309 |

a. Predictors: (Constant), Personality_X3, Organizational Commitment X1, Job Satisfaction_X2

Source: *Processed SPSS Results (2020)*

Based on Table 4.18, the results of the calculation of multiple correlation coefficient data with SPSS Version 24.0 obtained a multiple correlation coefficient value of 0.746 which means organizational commitment, job satisfaction, and personality have a strong relationship to organizational citizenship behavior of medical personnel at the Puskesmas, Menteng District, Central Jakarta, which means organizational commitment, satisfaction. Work, and personality are simultaneously given according to employee expectations, so organizational citizenship behavior of medical personnel increases very strongly. if the better organizational commitment, job satisfaction, and personality are given, it will create organizational citizenship behavior for medical personnel. In general, the results show that organizational commitment, job satisfaction, and personality is an important factor in order to obtain a high level of organizational citizenship behavior by medical personnel.

Still in Table 4.18, the results of the calculation of the coefficient of determination simultaneously with a value of Adjusted R² = 0.542 so that it is interpreted that the effect of organizational commitment, job satisfaction, and personality simultaneously on organizational citizenship behavior of medical personnel is 54.2% or in other words 54.2% variation variable organizational citizenship behavior of medical personnel can be explained by the variables of organizational commitment, job satisfaction, and personality simultaneously, while the remaining 45.8% is the influence of other variables that are not included in this research model.

4.4.2. Hypothesis test

1. Partial testing

Table 4.19. Testing the partial hypothesis of organizational commitment (X1), job satisfaction (X2), and personality (X3) on organizational citizenship behavior of medical personnel (Y)

Coefficients^a

| Model | t | Sig. |
|--------------------------------------|-------|------|
| (Constant) | 3,192 | ,002 |
| 1 Organizational Commitment_X1 | 3,906 | ,000 |
| Job Satisfaction_X2 | 2,375 | ,020 |
| Personality_X3 | 2,052 | ,043 |

a. Dependent Variable: Decision of medisn_Y energy

Source: Processed SPSS Results (2020)

- a. The effect of organizational commitment (X1) on organizational citizenship behavior of medical personnel (Y)

Ho: $\rho_{y1.23} = 0$ (Partially there is an insignificant influence on organizational commitment *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

Ha: $\rho_{y1.23} \neq 0$ (Partially there is a significant effect on organizational commitment *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

After testing the hypotheses of the above research and based on the results of the calculation of SPSS Version 24.0 (Table 4.19), it was obtained that the significant t variable X1 was 0.000 smaller than the real level or $0.000 < 0.05$. Therefore, it can be concluded that Ho is rejected or Ha is accepted, so partially there is a significant influence between the organizational commitment variable on the organizational citizenship behavior variable for medical personnel.

- b. The effect of job satisfaction (X2) on organizational citizenship behavior of medical personnel (Y)

Ho: $\rho_{y2.13} = 0$ (Partially there is an insignificant effect on job satisfaction *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

Ha: $\rho_{y2.13} \neq 0$ (Partially there is a significant effect on job satisfaction *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

After testing the hypothesis of the above research and based on the results of the calculation of SPSS Version 24.0 (Table 4.19), it was obtained that the significant t variable X2 was 0.020 which was smaller than the real level or $0.020 < 0.05$. Therefore it can be concluded that Ho is rejected or Ha is accepted, so partially there is a significant influence between job satisfaction variables on the variable organizational citizenship behavior of medical personnel.

- c. The influence of personality (X3) on organizational citizenship behavior of medical personnel (Y)

Ho: $\rho_{y3.12} = 0$ (Partially there is an insignificant influence on personality *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

Ha: $\rho_{y3.12} \neq 0$ (Partially there is a significant influence on personality *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

After testing the hypotheses of the above research and based on the results of the calculation of SPSS Version 24.0 (Table 4.19), it was obtained that the significant t variable X3 was 0.043 which was smaller than the real level or 0.043 < 0.05. Therefore, it can be concluded that Ho is rejected or Ha is accepted, so partially there is a significant influence between personality variables on the variable organizational citizenship behavior of medical personnel.

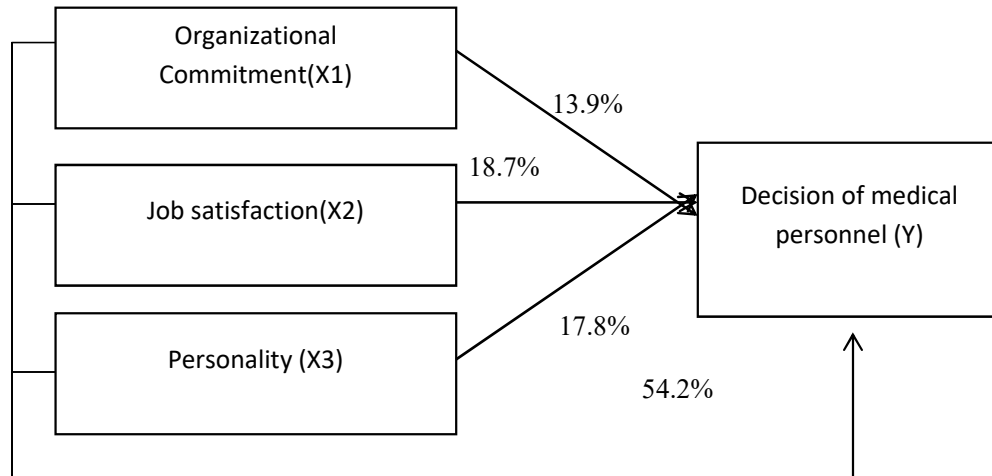


Figure 4.5. Research result

2. Simultaneous testing

Table 4.20. Simultaneous Hypothesis Testing organizational commitment (X1), job satisfaction (X2), and personality (X3) on organizational citizenship behavior of medical personnel (Y)

| ANOVAa | | | | | | |
|--------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 342,102 | 3 | 114,034 | 44,636 | ,000b |
| | Residual | 245,258 | 96 | 2,555 | | |
| | Total | 587,360 | 99 | | | |

a. Dependent Variable: The decision of the medisan_Y power

b. Predictors: (Constant), Personality_X3, Organizational commitment_X1, Job satisfaction_X2

Source: Processed SPSS Results (2020)

Ho: $\rho_{y123} = 0$ (Simultaneously there is an insignificant influence on organizational commitment, job satisfaction and personality *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

Ha: $\rho_{y123} \neq 0$ (Simultaneously there is a significant influence on organizational commitment, job satisfaction and on *organizational citizenship behavior* medical personnel at the Puskesmas Menteng District, Central Jakarta).

After testing the hypothesis in accordance with the test steps mentioned in the previous chapter and based on the results of the calculation of SPSS Version 24.0 (Table 4.20), it is obtained that the significance F is 0.000 smaller than the real level or $0.000 < 0.05$. Therefore, it can be concluded that Ho is rejected or Ha is accepted, so simultaneously there is a significant influence between organizational commitment, job satisfaction, and personality on organizational citizenship behavior of medical personnel, which means the addition and reduction of organizational commitment, job satisfaction, and personality will have a significant impact on increase and decrease organizational citizenship behavior of medical personnel.

4.5. Research Findings

Referring to the results and discussion of the influence of organizational commitment, job satisfaction, and personality on organizational citizenship behavior of medical personnel using variables of organizational commitment, job satisfaction, and personality on organizational citizenship behavior of medical personnel at the Puskesmas, Menteng District, Central Jakarta, then it is necessary to discuss the existence of each. - Each variable as follows:

Table 4.21. Research Results Matrix

| Variable | Coefficient of Determination | Hypothesis |
|--|------------------------------|----------------|
| The effect of organizational commitment on organizational citizenship behavior of medical personnel | 13.9% | $0.000 < 0.05$ |
| The effect of job satisfaction on organizational citizenship behavior of medical personnel | 18.7% | $0.020 < 0.05$ |
| The influence of personality on organizational citizenship behavior of medical personnel | 17.8% | $0.043 < 0.05$ |
| The influence of organizational commitment, job satisfaction, and personality simultaneously on organizational citizenship behavior of medical personnel | 54.2% | $0.000 < 0.05$ |

Source: Data Processed Results (2020)

Based on Table 4.21 and Figure 4.5 above, it can be described as follows:

1. The effect of organizational commitment on organizational citizenship behavior of medical personnel

The coefficient of partial determination X1 (organizational commitment) with Y (organizational citizenship behavior of medical personnel) is 0.373 which means that the relationship between organizational commitment and organizational citizenship behavior of medical personnel is low with a positive or unidirectional relationship, while the effect of organizational commitment on organizational citizenship behavior of medical personnel is 13.9% or in other words 13.9% of variations in the organizational citizenship behavior of medical personnel can be explained by the organizational commitment variable, while the remaining 86.1% of the organizational citizenship behavior of medical personnel is influenced by other variables. The results of hypothesis testing where the significant t variable X1 is 0.000 smaller than the real level or $0.000 < 0.05$. This means that the better the organizational commitment within the company, the higher the OCB level for medical personnel. Medical personnel who have a high sense of loyalty to the

company will tend to do OCB more often. The results of this study prove that there is a positive and significant influence between organizational commitment to OCB. These results are consistent with previous research which states that organizational commitment has a positive and significant effect on OCB.

2. The effect of job satisfaction on organizational citizenship behavior of medical personnel

The coefficient of partial determination X2 (job satisfaction) with Y (organizational citizenship behavior of medical personnel) is 0.433, which means that the relationship between job satisfaction and organizational citizenship behavior of medical personnel is low with a positive or unidirectional relationship, while the effect of job satisfaction on organizational citizenship behavior of medical personnel is 18.7% or in other words 18.7% of variations in the organizational citizenship behavior of medical personnel can be explained by job satisfaction variables, while the remaining 81.3%% organizational citizenship behavior of medical personnel is influenced by other variables. The results of hypothesis testing where the significant t variable X2 is 0.020 less than the real level or $0.020 < 0.05$. This means that the better job satisfaction in the company, the OCB level in medical personnel will increase. Medical personnel who have been treated well by the leadership will tend to do OCB more often. The results of this study prove that there is a positive and significant influence between job satisfaction on OCB. These results are consistent with previous research which states that job satisfaction has a positive and significant effect on OCB.

3. The influence of personality on organizational citizenship behavior of medical personnel

The coefficient of partial determination X3 (personality) and Y (organizational citizenship behavior of medical personnel) is 0.397 which means that the relationship between personality and organizational citizenship behavior of medical personnel is low with a positive or unidirectional relationship, while the influence of personality on organizational citizenship behavior of medical personnel is 17.8 % or in other words 17.8% of the variation in the organizational citizenship behavior of medical personnel can be explained by personality variables, while the remaining 82.2% of medical personnel organizational citizenship behavior is influenced by other variables. The results of hypothesis testing where the significant t variable X3 is 0.043 smaller than the real level or $0.043 < 0.05$.

4. The influence of organizational commitment, job satisfaction, and personality simultaneously on organizational citizenship behavior of medical personnel

The multiple coefficient of determination is 0.746, which means that the relationship between organizational commitment, job satisfaction, and personality simultaneously on organizational citizenship behavior of medical personnel at the Menteng District Health Center, Central Jakarta is strong with a positive or unidirectional relationship, while the influence of organizational commitment, job satisfaction, and Personality simultaneously on organizational citizenship behavior of medical personnel was 54.2% while the remaining 45.8% was the influence of other variables which were not analyzed in this study. The results of hypothesis testing where the significance F is 0.000 smaller than the real level or $0.000 < 0.05$. Therefore it can be concluded that H_a is accepted, so simultaneously there is a significant influence between organizational commitment, job satisfaction,

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the research conducted by the author at the Menteng District Health Center, Central Jakarta, the conclusions and suggestions can be described.

1. *Organizational citizenship behavior* Medical personnel at the Puskesmas Menteng District, Central Jakarta, are partially influenced by organizational commitment with a significance value below 0.05.
2. *Organizational citizenship behavior* Medical personnel at the Puskesmas Menteng Subdistrict, Central Jakarta, are partially influenced by job satisfaction with a significance value below 0.05.
3. *Organizational citizenship behavior* Medical personnel at the Puskesmas Menteng Subdistrict, Central Jakarta, are partially influenced by personality with a significance value below 0.05.
Organizational citizenship behavior Medical personnel at the Puskesmas Menteng District, Central Jakarta, are simultaneously influenced by organizational commitment, job satisfaction, and personality with a significance value below 0.05.

5.2. Suggestion

Based on the results of existing research, the authors can provide suggestions as following:

1. For the Puskesmas Menteng, Central Jakarta, it is necessary to pay more attention to the commitment of medical personnel to the organization, because based on the results of this study, the results show that organizational commitment is able to have a positive effect on OCB and the performance of medical personnel.
2. Medical personnel have shown good job satisfaction, especially for co-workers who are considered to have a good sense of kinship, so it would be even better if the puskesmas are able to maintain this kinship and try to improve other factors forming job satisfaction, such as improving the quality of the work environment. or other factors. This is based on the results of the research analysis which found that there is a positive effect of job satisfaction on the performance of medical personnel, so that if job satisfaction can be improved, the performance of medical personnel will also increase.
3. The Puskesmas in Menteng, Central Jakarta, needs to maintain, and even improve, the OCB that has been practiced by its medical personnel. Based on this research, the results show that OCB is also influenced by personalities that support each other's work among medical personnel. Currently, OCB has been shown by medical personnel in several ways such as: being willing to carry out tasks that exceed working hours, and several other things. It can be seen that basically OCB appears not based on certain command or coercion, but grows out of self-awareness, this can arise if there is a sense of kinship and mutual understanding among the puskesmas medical personnel. That way besides the puskesmas it is necessary to increase the existing sense of kinship,

5.3. Limitations and Further Research Development

The limitations of this study are:

1. This research was conducted at the Puskesmas Menteng District, Central Jakarta, so it is necessary to add a broad research object.
2. This study uses independent variables, namely organizational commitment, job satisfaction, and personality and the dependent variable is organizational citizenship behavior. In addition, the research indicators used in the research can be added with other indicators outside of this research that are relevant to the research to be carried out.

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