

Organizational Citizenship Behavior (OCB) as A Mediation of Organizational Culture and Information Technology on ASN Performance (Kebumen Regency Government Offices and Agencies Survey)

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ABSTRACT

Regional Financial Management is carried out in an orderly, efficient, economical, effective, transparent, and responsible manner by paying attention to a sense of justice, propriety, community benefits, and obeying the provisions of laws and regulations, according to Government Regulation number 12 of 2019. ASN is a subject in government that is used to achieve organizational goals. ASN performance is defined as what they do and does not do while performing their duties.

This study employs a survey method with 184 ASN from the Department and Government Agency of Kebumen Regency serving as research participants. Organizational culture variables have a positive and significant effect on Organizational Citizenship Behavior (OCB), information technology has a positive and significant effect on OCB, organizational culture and information technology have a positive and significant effect on performance, OCB does not. Positively and significantly mediate the impact of organizational culture and information technology on performance, but they both have an impact on performance. The author suggests that the Kebumen Regency Government Offices and Agencies strengthen organizational culture and optimize information technology and OCB to improve ASN performance at the Kebumen Regency Government Offices and Agencies.

Keywords: *Organizational Culture, Information Technology, Organizational Citizenship Behavior (OCB), and ASN Performance,*

1. INTRODUCTION

The State Civil Apparatus (ASN) is a government apparatus that is one of the determinants of the success of government work programs in achieving development and national goals. The advancement of technology today has been so rapid that it assists and simplifies, even shifts, and replaces the majority of human tasks, but the human factor is still very important because human resources are the core that operates information technology systems. The effectiveness and efficiency of the performance of the government apparatus and the performance of the State Civil Apparatus are critical to the optimal implementation of development and governance (ASN). According to the general explanation of Law Number 5 of 2014 concerning the State Civil Apparatus (ASN), "in the context of implementing the ideals of the nation and realizing the goals of the state as stated in the Preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to build a State Civil Apparatus (ASN)." the Indonesian Republic, 1945" (State Gazette No. 6 of 2014, Supplement to State Gazette No. 5494)

Regional Financial Management is carried out in an orderly, efficient, economical, effective, transparent, and responsible manner by paying attention to a sense of justice,

propriety, benefits for the community, and obeying the provisions of laws and regulations, according to Government Regulation number 12 of 2019. The Regional Head is the person who holds the power of Regional Financial Management. The Regional Head or Regent appoints Regional Financial Management Officials such as Budget Users, Budget Users Proxy, Revenue Treasurer, and Expenditure Treasurer. The Regent delegated some or all of his powers to Regional Apparatus Officials, namely the Regional Secretary as the coordinator of Regional Financial Management and the Head of the Regional Financial Management Work Unit (SKPKD) as the Financial Management Advisor (PA). According to Perda number 7 of 2016 concerning the Formation and Composition of Regional Apparatus as a Whole, there are 1552 employees in SKPD Offices and Government Bodies of Kebumen Regency.

Every organization, whether non-profit or for-profit, has a goal, both short and long-term. These objectives are manifested in a plan or strategy for achieving them. The optimal achievement of organizational goals cannot be separated from the influence of organizational culture on the actors within the organization. Employees, as subjects in the organization, are a major contributor to the achievement of

organizational goals, in addition to the role of management or leaders who can use existing resources within the organization as effectively as possible. According to (Denison & Mishra, 1995), there are four (four) dimensions that can be used to measure organizational culture: involvement, consistency, adaptability, and mission.

The application and use of information technology (IT) in the government environment plays an important role in making various aspects of public service activities more convenient. The existence of technology-based tasks will encourage employees to be able to use the technology provided to facilitate work (Astuti & Dharmadiaksa, 2014), so that the application of technology, particularly information systems, will assist employees in doing their work. However, it remains to be seen to what extent the use of computer-based information technology has an impact on employee performance, and whether the ability of technology to improve individual employee performance is by the work and supports the employee's duties. Employee job fit with the technology used is thought to improve individual employee performance, such as decision making or reducing time for important work completion. The use of information technology within the organization is not only installed for later use in carrying out the work, but it must also be by the tasks it assists. As a result, task-technology fit is defined as how much a technology assists an individual in performing a set of tasks (Jogiyanto, 2008:494). Goodhue and Thompson (1995) conducted the first task-technology fit test in Jogiyanto (2008:494), which was later strengthened by research by (Alyoubi & Yamin, 2019), (Michael Musyaffi & Muna, 2020), (Bukie, 2015), (Huang & Chuang, 2016), Permana and Setianto (2017), the results of their research show that task-technology fit (TTF) affects performance. The task-technology fit (TTF) dimension is comprised of eight dimensions: quality, location, authorization, compatibility, ease of use, and punctuality. production (timeliness of production), system reliability (reliability of systems), and user relationships (relationship with users).

At the individual level, the organizational behavior model on the output variable consists of attitudes and stress, task performance, citizenship behavior, and withdrawal behavior. Citizenship type/citizen behavior (citizenship behavior) are actions that contribute to the psychological environment of the organization, such as helping others without being asked, making constructive suggestions, and saying positive things about the workplace. According to Sule and Priansa (2018:428), the Morison Scale (1995) measures five dimensions of OCB behavior: altruism, civic virtue, sportsmanship, consensuality, and courtesy. Employees are expected to be able to provide useful information in their work by using information technology in the performance of their duties, or the technology used in management information systems, both in the form of computer system technology, both hardware (hardware) and software (software). Every employee faces a challenge in adapting to the increasing use of information technology. However, there is still a lack of uniformity in the ability of ASN to use

information technology, particularly due to differences in tenure and gender, so OCB is expected to be able to bridge the interaction between humans as subjects who operate information technology, which is rapidly developing in this decade.

Employee performance will be optimized by the influence of a supportive organizational culture, resulting in long-term benefits for the organization. Performance appraisal is a critical component of effective performance management. According to Mondy (2008:257), performance appraisal is a formal system for assessing and evaluating the performance of individual and group tasks. Performance evaluation is a tool for influencing performance. According to Mondy, Noe, and Preamux (1999) in Sule and Priansa (2018:127), there are six dimensions to measure employee performance: quality, quantity, independence, initiative, adaptability, and cooperation.

In Fiscal Year 2020, the number of direct expenditure SPM submissions to BPKAD, including personnel, goods, and services, and capital expenditures, was 5,188, with 3,230 SP2Ds issued. SPM submissions from SKPD that are sent to BPKAD but returned to SKPD because they are incomplete or invalid by up to 38%. This demonstrates that the level of performance expected of employees is insufficient for assessing the completeness of SPM by applicable regulations. Furthermore, based on previous research, there is a research gap related to the influence of organizational culture on performance, namely research conducted by (So et al., 2018) and (Dewi, 2019) that organizational culture has no significant effect on performance and (Lovihan, 2014) research that OCB is not a mediator between organizational culture and job performance correlation.

2. LITERATURE REVIEW

According to Robbins and Judge (2018:355), organizational culture is a system of shared meaning held by members that distinguish the organization from other organizations. Organizational culture represents the collective perception of the organization's members. Meanwhile, Hutapea and Thoha (2008:71) define organizational culture as a value held by an organization that is felt and understood by all members of the organization. According to (Denison & Mishra, 1995) in Sule and Priansa (2018:354), there are four components of organizational culture dimensions, which are as follows:

1. Involvement, which indicates the extent to which employees participate in decision-making.
2. Consistency, which demonstrates the level of agreement among organization members on the organization's fundamental assumptions and core values.
3. Adaptability refers to an organization's ability to respond to changes in the external environment by making changes to its internal processes.

4. Mission, which demonstrates the organization's core purpose and keeps members steadfast and focused on what the organization considers important.

According to (McKeown, 2001), information technology refers to all forms of technology used to create, store, change, and use information in all of its forms. Meanwhile, according to O'Brein and Marakas (2010:4), information technology is dependent on human resources, hardware (hardware), software (software = Ore), data (data and basic knowledge), and networks (communication media and network support). Information technology is made up of two components: computer technology (computing technology) and communication technology (communication technology), both of which are used to process and disseminate financial and non-financial information (Hariyani, 2014). Task-technology fit (task-technology fit) is the extent to which technology assists an individual in performing a set of tasks (Jogiyanto, 2008:494). (Goodhue & Thompson, 1995) identified eight dimensions for measuring information technology in Jogiyanto (2008: 532) and (Michael Musyaffi & Muna, 2020) to determine Task-technology fit or TTF. Among the research tools are:

1. Quality

Data can be presented accurately and up to date using information technology features.

2. Availability

Users have easy access to the information technology used at work.

3. Permission

In the use of information technology, there are different levels of authorization.

4. Compatibility

The information technology employed is appropriate and capable of presenting the required data.

5. Simplicity of use

Users find existing information technology to be clear and simple to use.

6. Production timeliness

Work can be processed quickly and precisely thanks to advances in information technology.

7. System dependability

The financial information system is always up and running, with no system or network interruptions.

8. User relationships

When there is a repair or system development, the information technology system used always sends out notifications to users automatically.

According to (Organ, 2018) in Sule and Priansa (2018:416), OCB behavior is a voluntary behavior that cannot

be imposed on the boundaries of work and is not officially rewarded, but it can contribute to the development of productivity and organizational effectiveness. (Barnard, 1938) stated much earlier that OCB is a willingness to cooperate (willingness to cooperate). Meanwhile, Sule and Priansa (2018) define OCB as behavior based on personal desires that are carried out outside of their formal duties, are not directly or explicitly related to the reward system, and can contribute to the improvement of organizational functions. According to Sule and Priansa (2018:428), the Morison Scale (1995) suggests five dimensions in measuring OCB:

1. Altruism, defined as behavior performed voluntarily by individuals in their role as employees who are more concerned with the interests of others than their own.

2. Civic virtue, defined as voluntary behavior performed by individuals in support of organizational functions.

3. Sportsmanship, defined as the ability to tolerate less-than-ideal conditions without objecting.

4. Conscientiousness, defined as behavior that tries to go above and beyond what is expected of the organization by acting creatively and innovatively to improve the organization.

5. Courtesy, defined as behavior performed voluntarily by individuals in their role as employees to prevent problems in the organization, either from outside the organization or from individuals within the organization.

According to Robbins (2006), performance is related to the amount of effort that individuals put into their work, whereas Mathis and Jackson (2012) define performance as what employees do or do not do in carrying out their duties. According to Sinambela et al. (2012), performance is defined as employees' ability to perform a specific skill (Sule and Priansa, 2018:122). According to Hasibuan (2011: 94), performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. The result of an employee's work in terms of quality and quantity in carrying out his duties by the responsibilities assigned to him is referred to as performance or work performance (Mangkunegara, 2017: 67).

According to (Mondy, et al, 1999) in Sule and Priansa (2018:127), the six dimensions for measuring individual employee performance are as follows:

1. Work quality

The accuracy, precision, neatness, and completeness with which tasks in the organization are handled are factors in work quality.

2. Quantity of work

This refers to the amount of work and productivity produced by employees in a given period.

3. Independence

Refers to an employee's ability to work and complete tasks independently while relying on others as little as possible.

4. Self-initiative

It is related to the consideration of independence, mental flexibility, and willingness to accept responsibility.

5. Adaptability

Refers to the ability to adapt in response to a need or condition.

2.1 The Influence of Organizational Culture on OCB

Organizational culture and climate, personality and mood, perceptions of organizational support, and perceptions of the quality of interaction between leaders and employees, tenure, and gender are all factors that influence the emergence of OCB. The causes of the development of OCB quality are organizational climate and culture (Sule and Priansa, 2018:422).

According to the findings of (Pham et al., 2018), titled Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture, organizational culture has a positive impact on organizational citizenship behavior (OCB). (Karim, 2010), The Influence of Discipline, Work Ethic, and Organizational Culture on Organizational Citizenship Behavior of Tanjung Priok Port Administrator Employees, and (Hardaningtyas, 2004), The Effect of Emotional Intelligence and Attitude Levels on Organizational Culture on Organizational Citizenship Behavior (OCB) According to PT (Persero) Pelabuhan Indonesia III employees, organizational culture has an impact on OCB. According to (Gustami, 2019), in her study titled The Effect of Perception of Organizational Support and Organizational Culture on Organizational Citizenship Behavior (OCB) Elementary School Teachers in Sleman Regency with Job Satisfaction as Moderating Factor, organizational culture has a positive influence on OCB. According to the findings of a study conducted by Amalia Permata Dewi, S.T. (2019) titled The Effect of Organizational Culture and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable (Study at Boyolali Bank), organizational culture has a positive influence on OCB and OCB has a positive effect on performance, but the organizational cult has a negative effect on performance.

The findings of the preceding study indicate that a strong organizational culture in a regional organization has an impact on the growth and development of the quality of ASN OCB.

Hypothesis 1: Organizational Culture has a positive effect on the Organizational Citizenship Behavior (OCB) of ASN in the Kebumen Regency Government Service and Agency.

2.2 The Impact of Information Technology on OCB

An information system, according to O'Brien and Marakas (2010: 4), is an organized collection of people, hardware, software, communication networks, data resources, policies, and procedures that store, transform, and disseminate information within an organization. According to Jogiyanto (2008: 549), task-technology suitability has a strong influence on individual trust in the use of technology. The increasing use of information technology is a challenge for every employee to adapt to, especially given differences in age, tenure, and gender, as a subject who operates information technology that is developing rapidly in this decade will affect the quality of OCB.

Findings from the Research (Wiedenhöft et al., 2016) published a study titled Information technology governance in public organizations: Understanding adoption expectations through the lens of organizational citizenship. (Wiedenhöft et al., 2016), under the title Information Technology Governance Adoption: Understanding Expectations, conducted research. According to Through the Lens of Organizational Citizenship, government information technology (ITG) has an impact on OCB in organizations. In their study titled Impact of employees' job, organizational, and technology fit on engagement and organizational citizenship behavior, (Kim & Gatling, 2019) stated that the three dimensions of person-environment (fit-PE) fit (namely person-job, person-organization, and person-technology (fit-PT) have a significant indirect effect on the three dimensions of OCB through engagement. In their study titled Inadequate Information Systems and Organizational Citizenship Behavior, (Davison et al., 2020) discovered examples of information technology-centered OCB in organizations in China. The findings of a study conducted by (Kowal et al., 2019) titled Organizational citizenship behavior of IT professionals: lessons from Poland and Germany stated that there are differences in OCB to information technology professionals in Poland and Germany, both physically and mentally gender, and level of an employee position.

According to the findings of the preceding research, when ASN assignments with information technology are appropriate, the quality of OCB will be affected.

Hypothesis 2: Information Technology improves ASN Organizational Citizenship Behavior (OCB) at the Kebumen District Government Service and Agency.

2.3 The Impact of Organizational Culture on ASN Performance

According to Robbins and Judge (2018: 355), organizational culture refers to a system of members sharing meaning that distinguishes it from other organizations. A strong organizational culture can be distinguished from a weak one by the fact that most employees share the same viewpoint on the organization's mission and values, resulting in greater commitment to the organization than employees with a weak organizational culture (Bakhri, Udin, Daryono, & Suharnomo, 2018).

(Fahmi et al., 2018) found that organizational culture affects employee performance in their study titled Leadership Style and Organizational Culture on Employee Performance. According to (Koesmono, 2005) study, The Effect of Organizational Culture on Motivation and Job Satisfaction and Employee Performance in the Sub-Sector of the Medium-Scale Wood Processing Industry in East Java, a person's behavior positively affects their performance, and organizational culture has a direct effect on their performance. According to the findings of her study entitled Analysis of the Effect of Organizational Culture, Job Satisfaction, and Leadership Style on Employee Performance with Organizational Commitment as an Intervening Variable (Study of PT. PLN (Persero) APJ Semarang), (Heriyanti, 2007), organizational culture has a positive and significant impact on employee performance. (Kusumawati, 2008) study, titled Analysis of the Effect of Organizational Culture and Leadership Style on Satisfaction to Improve Employee Performance (Case Study at Roemani Hospital Semarang), claims that organizational culture has a positive and significant effect on performance directly at Roemani Hospital Semarang. According to (So et al., 2018) 's study, Effect of organizational communication and culture on employee motivation and its impact on employee performance, organizational culture and employee motivation affect employee performance, but organizational culture does not significantly affect employee performance. (Laras & Haryono, 2016) found that organizational culture affects the performance of village officials in Temon District in their study titled transformational leadership, motivation, and organizational culture on their impact on the performance of village officials.

According to the findings of the preceding research, it is necessary to have a strong organizational culture in which everyone believes in the organization's mission and values, so that their commitment to large regional organizations does not negatively impact ASN's performance.

Hypothesis 3: Organizational Culture improves ASN performance in the Kebumen District Government Service and Agency.

2.4 The Impact of Information Technology on ASN Performance

How much a technology assists an individual employee in carrying out a collection of tasks, that technology must have an impact on employee performance. (Goodhue & Thompson, 1995) conducted a task-technology suitability component test in Jogiyanto (2008:532), with the results of their research indicating that the performance impacts are a function of task-technology fit (task-technology fit/TTF) with usage (Utilization).

According to the findings of a study titled Task-technology fit and individual performance by (Goodhue & Thompson, 1995), information technology has a positive impact on individual performance. (Astuti & Dharmadiaksa, 2014) discovered that task suitability with information

technology has a significant positive effect on employee performance in their study titled The Effect of Effectiveness of Accounting Information System Implementation, Utilization, and Conformity of Tasks with Information Technology on Employee Performance. According to the findings of a study conducted by (Saputri, 2013) titled The Effect of Technological Task Conformity, Trust, and Utilization of Information Technology on Employee Performance (Survey on Employees of Bank Rakyat Indonesia Karanganyar Branch Office), task-technology suitability influences employee performance. The findings of a study titled A task-technology fit view of job search website impact on performance effects: An empirical analysis from Taiwan by (Huang & Chuang, 2016) revealed that task-technology fit had a significant positive effect on job performance search websites (JSWs). According to (Alyoubi & Yamin, 2019) research titled The Impact of Task Technology Fit on Employee Job Performance, managers and policymakers should focus on effort expectations, task characteristics, technology characteristics, and supervisor support to increase employee intention to adopt technology and performance employee work. (Bukie, 2015) found a significant relationship between TTF and lecturer performance in his study Task Technology Fit and Lecturers Performance Impacts: The Technology Utilization, Satisfaction, and Performance (TUSPEM) Dimension, as did (Michael Musyaffi & Muna, 2020). The title Task Technology-Fit of a Village Financial System (Siskeudes) to Increase Officers' Performance stated that TTF has a significant influence on the performance impact.

According to the study's findings, if the use of information technology is appropriate for the ASN's tasks, it will affect its performance, which will improve the ASN's performance.

Hypothesis 4: Information technology improves ASN performance in the Kebumen District Government Service and Agency.

2.5 The Impact of OCB on ASN Performance

According to Sule and Priansa (2018:415), OCB is an extra-role behavior in which employees who can demonstrate OCB behavior are good organizational employees (good citizens), such as assisting voluntary coworkers with extra tasks and respecting rules and procedures. Procedures at work OCB is a preferred behavior that is not part of an employee's formal obligations but can help the organization become more effective and efficient, resulting in an increase in individual performance, which benefits the organization.

According to (Davison et al., 2020) in his study titled The Influence of Organizational Citizenship Behavior (OCB) on Employee Job Satisfaction and Performance, OCB affects employee performance. The findings of (Nisa et al., 2018) study, titled The Effect of Organizational Culture and Organizational Citizenship Behavior (OCB) on Level 3 Hospital Employee Performance Baladhika Husada Jember stated that OCB affected Level 3 Hospital Employee Performance. (Lestari, 2018) found that OCB has a significant

positive effect on both job satisfaction and employee performance in their study entitled Organizational Citizenship Behavior (OCB) and their influence on organizational commitment on employee performance. (Ticoalu, 2013) found that organizational citizenship behavior (OCB) has an effect on employee performance at the PT. National Pension Savings Bank (BTPN) Manado Main Branch in her study entitled Organizational Citizenship Behavior (OCB) and its Effect on Organizational Commitment on Employee Performance. Employees with OCB will be able to improve employee performance for the organization as well as for themselves.

According to these studies, high OCB behavior, such as assisting volunteer coworkers in an organization (Suwanti & Udin, 2020; Udin & Yuniawan, 2020), will be able to assist regional organizations in becoming more effective and efficient, resulting in increased individual ASN performance.

Hypothesis 5: Organizational Citizenship Behavior (OCB) improves ASN performance at the Kebumen District Government Service and Agency.

2.6 The Impact of Organizational Culture on ASN Performance as Mediated by OCB

Sule and Priansa (2018:330) state explicitly that if you want to improve organizational performance, the direction of organizational culture must be aligned and capable of motivating employees as important members of the organization. The achievement of regional organizational performance is linked to the individual performance of employees/ASN. Furthermore, the existence of individual autonomy that allows each member to assume greater responsibility, as well as the existence of support, assistance, and harmonious relationships at various levels of positions in the organization, are recognized as organizational culture characteristics. Meanwhile, OCB is an extra-role behavior in which employees who are capable of displaying OCB behavior are good citizens of the organization (Shahab, Sobari, & Udin, 2018), such as assisting voluntary co-workers with extra tasks and respecting workplace rules and procedures. OCB is a preferred behavior that is not part of employees' formal obligations but can help the organization become more effective and efficient, resulting in an increase in individual performance, which benefits the organization.

(Gusli Chidir et al, 2020) found that organizational culture has a significant positive influence on employee performance, both directly and indirectly mediated by OCB in their study The role of organizational commitment, organizational culture, and mediator organizational citizenship behavior (OCB) on employees' performance: Evidence from the Indonesian automotive industry. Mike In his study titled The Effect of Organizational Culture Perception on Employee Performance Mediated by Organizational Citizenship Behavior, (Lovihan, 2014) claims that OCB is not a mediator between organizational culture and work performance correlation. However, organizational culture and OCB are both related to job performance. In his study titled The

Influence of Personality and Organizational Culture on Employee Performance Mediated by Organizational Citizenship Behavior (OCB) in the Operations section of PT. BRI in Kulon Progo Regency, (Kusuma, 2018) stated that OCB mediated organizational culture significantly influences employee performance.

According to the findings of this study, organizational culture, as mediated by OCB, has an impact on employee performance. Extra-role behavior, which is optional behavior that is not part of formal ASN obligations but can help the organization be more effective and efficient, will help to achieve organizational culture, one of which is characterized by individual autonomy, which allows each member to assume greater responsibility. efficient, to improve individual ASN performance, which benefits the organization.

Hypothesis 6: Organizational Citizenship Behavior (OCB) at Kebumen Regency Government Offices and Agencies can mediate the influence of Organizational Culture on ASN Performance.

2.7 The Impact of Information Technology on ASN Performance as Mediated by OCB

Individual abilities, and the effort devoted to employees when working, attendance and motivation, as well as the organizational environment, namely the facilities provided by the organization include training and development, equipment, technology, and management, according to (Mathis and Jackson, 2012) in Sule and Priansa (2018:123). To achieve professional performance, various efforts are required, one of which is employee self-development through attention to information technology development. According to (Goodhue & Thompson, 1995)'s research in Jogiyanto, the facilities provided by the organization in the form of technology that is by the tasks performed by employees will have a positive impact on individual performance (2008:494). Because of the unequal ability of individuals to operate technology due to age, tenure, employee gender, and so on, OCB as an extra-role behavior is expected to bridge the interaction between ASN as subjects who operate information technology in carrying out their duties.

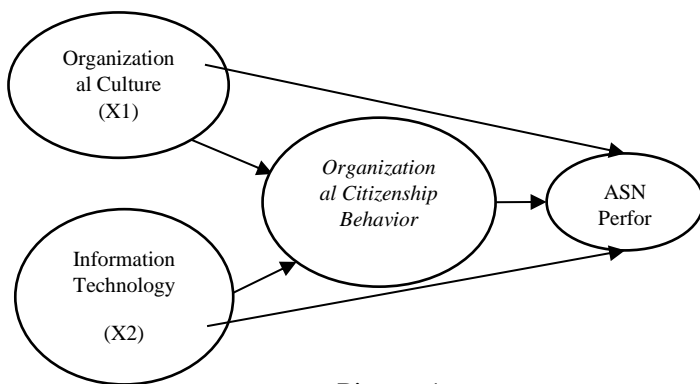
TTF has a positive effect on performance, according to the findings of a study conducted by (Yoo et al., 2013) titled Factors Influencing the Performance of Knowledge Management Systems: Focused on Individual Characteristics and Task-Technology Fit. KMS. TTF was found to be positively affected by TI group efficacy and absorptive capacity, and OCB was found to be positively affected by TI group efficacy. The Determinants of ERP System Usage Performance: A Role of Organizational Citizenship Behavior and Absorptive Capacity, by (Kwahk et al., 2020), states that absorption capacity is found to achieve full mediation between organizational citizenship behavior and system usage performance. ERP. In their study titled Inadequate Information Systems and Organizational Citizenship Behavior, (Davison et al., 2020) stated that examples of OCB were discovered that matched the salient characteristics of

Chinese social culture, particularly when faced with deficiencies in systems, organizational training, and personal skills.

According to the findings of these studies, information technology influences employee performance in terms of the information technology used by the tasks carried out mediated by OCB when confronted with system deficiencies, organizational training, and skills possessed by ASN.

Hypothesis 7: Organizational Citizenship Behavior (OCB) at the Kebumen District Government Service and Agency can mediate the impact of Information Technology on ASN Performance.

Based on the above description of variable relationships, the following conceptual picture of the research paradigm emerges:



Picture 1:

3. RESEARCH METHODS

The analysis was carried out on the research object of Organizational Culture and Information Technology, which was referred to as the exogenous variable, while the endogenous variable was the performance of ASN at the Department and Government Agency of Kebumen Regency, and the mediating variable was Organizational Citizenship Behavior (OCB). The research is being conducted at the Department and Government Agency of Kebumen Regency.

Primary and secondary data sources were used in this study. Primary data is information obtained directly from the source using a questionnaire instrument. Respondents are asked open questions about their identity, as well as closed questions with alternative answers, from which they must select one of the alternatives (Sugiyono, 2010). In this study, all data were collected using a survey method, and the data was determined using a proportionate stratified random sampling technique, which involves selecting samples at random after first classifying a population into sub-populations. This study included 1,552 ASN from the Kebumen Regency Government Service and Agency. The sample size was calculated in this study based on Hair et al (2010:643) 's opinion that the sample size in the SEM analysis is for the Maximum Likelihood Estimation (MLE) technique, and that the number of good samples ranges from

100-200 samples and depends on the estimated parameters, namely the number of measurement indicators multiplied by 5 to 10. As a result, the following are examples of those who meet these criteria:

$$\begin{aligned} \text{Sample} &= 36 \text{ (number of variable measurement} \\ &\text{indicators)} \times 5 \\ &= 180 \text{ respondent} \end{aligned}$$

However, the researcher included four samples as a backup, bringing the total number of samples in this study to 184.

The IBM AMOS (Analysis of Moment Structure) 24 program package was used for data processing to test the research model, test data normality, data outliers, weight significance, and causality tests.

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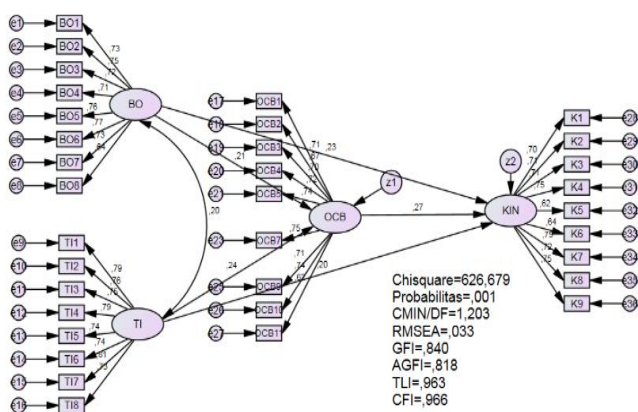
4. RESULTS

4.1 Instrument and Data Quality Test

Confirmatory analysis, also known as Confirmatory Factor Analysis (CFA), is used to determine the multidimensionality or validity of a theoretical construct. In this study, the construct validity is measured by convergent validity, which means that the indicators of a latent construct must converge. This is evident from the loading factor, which states that the standardized loading estimate must be equal to 0.50 or greater, preferably 0.70. (Ghozali, 2017:142). The validity test results show that all question indicators representing four variables are declared valid with a factor loading value greater than 0.5, except for the OCB6 indicator of 0.38 and the OCB8 indicator of 0.39, which are still below the loading factor value of 0.50 and must be removed from the analysis because they are invalid.

The next step is to put the reliability to the test as a tool for determining the consistency of measurement over time and across various items of a questionnaire that is an indicator of a variable or construct. The alpha coefficient (Cronbach's Alpha) is compared to 0.70 in the test. If the alpha value of a constructor variable is greater than 0.70, it is considered reliable (Ghozali, 2017). The results of the reliability calculation with the SPSS 26 program show that the alpha coefficient (Cronbach's Alpha) is greater than 0.70, implying that the research variables (constructs) are organizational culture variables, information technology, Organizational Citizenship Behavior (OCB), and ASN performance are reliable or have high reliability, implying that they have high accuracy to be used as a variable.

1.1. Convert a Path Diagram into a Structural Equation



Picture 2: Conversion Path Chart

Input Matrix and Model Estimation Data Normality Test. The critical ratio skewness criteria were used to perform the data normality test, and the highest value was 2.58 at a significance level of 0.01. If the critical value is less than 2.58, the data is normally distributed (Ghozali, 2017). Based on the fact that

the univariate value of critical skewness (skew) for all variables is very low, namely less than 2.58 (significant at 1%), it can be concluded that the data is normally distributed. Meanwhile, when the distribution is viewed as a whole (multivariate), it is normal because the multivariate number $(1.731) < 2,58$.

Anomaly Data Test (Outlier Data)

The AMOS Mahalanobis Distance output can display outlier data or multivariate outlier test data. The numbers in the table show how far data is from a specific central point, where the greater the distance from a data to a central point (centroid), the more likely the data is an outlier or data that is very different from other data (Santoso, 2014). In this study, the indicator was 36, and the probability of 0.001 degrees of freedom 36 obtained a value of 67.98 using the excel program and the CHIINV function.

Based on the processed data, no data with a value greater than 67.98 was discovered. As a result, no outlier research data can be found.

4.2 Structural Model Identification

Table 1: Notes For Model (Default model) Computation of degrees of freedom (Default model)

The number of distinct sample moments:	595
The number of distinct parameters to be estimated:	74
Degrees of freedom (595 - 74):	521

Source: Primary Data Processed, 2021

	Estimate	S.E.	C.R.	P	Hypothesis
OCB <-- TI	,192	,067	2,856	,004	Positive Significance
OCB <-- BO	,185	,073	2,532	,011	Positive Significance
KIN <-- TI	,166	,065	2,561	,010	Positive Significance
KIN <-- BO	,199	,072	2,780	,005	Positive Significance
KIN <-- OCB	,271	,087	3,120	,002	Positive Significance

AMOS output results show that the model's df value is 521. Because the model has a positive df value, this indicates that it is overconfident. As a result, data analysis can proceed to the next stage.

4.3 Criteria for Evaluating Goodness of Fit

The main goal of SEM is to determine how well the hypothesized model "Fits," or how well it fits the sample data.

<i>The goodness of Fit Index</i>	<i>Cut-off Value</i>	<i>Hasil Analisis</i>	<i>Evaluasi Model</i>
Probability	> 0,05	0,001	<i>Marginal Fit</i>
GFI	> 0,90	0,840	<i>Marginal Fit</i>
AGFI	> 0,90	0,818	<i>Marginal Fit</i>
TLI	> 0,90	0,963	<i>Good Fit</i>
CFI	> 0,90	0,966	<i>Good Fit</i>
RMSEA	< 0,08	0,033	<i>Good Fit</i>
CMIN/DF	< 2,00	1,203	<i>Good Fit</i>

The results of the full model test on the research model show that the criteria are well-fitting. It is based on only four criteria that are met by the Good fit criteria. According to Widarjono (2010: 282), the compatibility test analysis has many criteria, but researchers do not have to use all of these criteria to determine the suitability of the research model; the model is said to be feasible if at least one of the model feasibility test methods is met.

The GFI value in this research model is 0.840 based on the test results. This value is close to the cut-off or recommended level, which is > 0.90, indicating that this research model is marginally fit. In this research model, the AGFI value is 0.818. This value is near the recommended level of >0.90. As a result, this research model is marginally fit. According to the test results, the TLI value in this study is 0.963, while the recommended value is > 0.90. As a result, this research model is a good fit. In this study, the CFI value was 0.966, while the recommended value was > 0.90. As a result, this research model is a good fit. The CMIN/DF value is a parsimonious suitability index that compares the goodness of fit model to the number of estimated coefficients required to achieve conformity. According to the test results, the CMIN/DF value is 1.203 less than the cut-off value of 2.00. As a result, the research model is a good fit. This study's RMSEA value was 0.033, compared to the recommended value of 0.08. As a result, it demonstrates that the research model is a good fit. The proposed research model is accepted based on the above overall goodness of fit measurement.

5. DISCUSSION

Table 3: Variables' Interrelationship Regression Weight (group number 1-Default model)

	Estimate
OCB <--- TI	,239
OCB <--- BO	,214
KIN <--- TI	,204
KIN <--- BO	,226
KIN <--- OC B	,267

Standardized Regression Weights: (Group number 1 - Default model)

5.1 The Impact of Organizational Culture on Organizational Citizenship Behavior (OCB) in Kebumen Regency Government Offices and Bodies

The estimated parameter value of the standardized regression weight coefficient is 0.214, the C.R value is 2.532, and the P-value is 0.011, indicating that the relationship between organizational culture and Organizational Citizenship Behavior (OCB) is positive. The stronger the organizational culture, the higher the Organizational Citizenship Behavior (OCB), and vice versa. Testing the relationship between the two variables yields a probability value of 0.011 ($p < 0,05$), which is significant. So the first hypothesis, "organizational culture has a positive effect on Organizational Citizenship Behavior (OCB) at the Kebumen Regency Government Service and Agency," can be accepted, and it is stated that organizational culture has a significant positive influence on Organizational Citizenship Behavior (OCB) at the Department and Agency. Kebumen Regency is governed by the Kebumen Regency Government.

This study is supported by previous research conducted by (Pham et al., 2018), which found that organizational culture has a positive effect on Organizational Citizenship Behavior (OCB). (Karim, 2010) found that organizational culture affects Tanjung Priok Port Administrator Employees' Organizational Citizenship Behavior. (Hardaningtyas, 2004) presented the findings of his study on how organizational culture influences OCB in employees of PT (Persero) Pelabuhan Indonesia III. In her research, (Gustami, 2019) discovered that organizational culture has a positive impact on the OCB of Elementary School Teachers in Sleman Regency. Amalia Permata Dewi, S.T. (2019) discovered that organizational culture has a positive impact on OCB at Bank Boyolali.

5.2 The Impact of Information Technology on Organizational Citizenship (OCB)

The results of data processing yielded an estimated parameter value of 0.239 for the standardized regression weight coefficient, a C.R value of 2.856, and a P-value of 0.004. This demonstrates that there is a positive relationship between information technology and organizational citizenship behavior (OCB). Organizational Citizenship Behavior (OCB) has increased as information technology has improved, and vice versa. Testing the relationship between the two variables yields a probability value of 0.004 ($p < 0.05$), which is significant. So the second hypothesis, "information technology has a positive effect on Organizational Citizenship Behavior (OCB) at the Kebumen Regency Government Service and Agency," is accepted, and it is stated that there is an influence between information technology and Organizational Citizenship Behavior (OCB) in the Kebumen Regency Government Service and Agency.

The findings of this study corroborate previous research by (Wiedenhöft et al., 2016), which found that

Government Information Technology (ITG) influences OCB in organizations. (Davison et al., 2020) present the findings of their research, which found examples of OCB centered on information technology in Chinese organizations.

5.3 The Impact of Organizational Culture on ASN Performance

The estimated parameter value of the standardized regression weight coefficient was 0.226, with a C.R value of 2.780 and a P-value of 0.005. This demonstrates that the relationship between organizational culture and ASN performance is positive. The stronger the organizational culture, the higher the ASN performance, and vice versa. Testing the relationship between the two variables yields a probability value of 0.005 ($p < 0.05$), which is significant. As a result, the third hypothesis, "organizational culture has a positive effect on the performance of ASN at the Kebumen Regency Government Service and Agency," can be accepted, and it is stated that organizational culture has a significant positive influence on the performance of ASN at the Kebumen Regency Government Service and Agency.

This research is supported by previous research, specifically the research of (Fahmi et al., 2018; Maryati, Astuti, & Udin, 2019), which found that organizational culture has a direct effect on employee performance. According to the findings of (Koesmono, 2005), organizational culture has a direct impact on the performance of employees in the sub-sector of the medium-scale wood processing industry in East Java. According to the findings of her research, (Heriyanti, 2007) stated that organizational culture has a positive and significant effect on the performance of employees at PT. PLN (Persero) APJ Semarang. According to (Kusumawati, 2008) research, organizational culture has a positive and significant effect on performance directly at Roemani Hospital in Semarang. According to (So et al., 2018), organizational culture and employee motivation affect employee performance, but organizational culture has no significant effect on employee performance.

1.1. The Impact of Information Technology on ASN Performance

The estimated parameter value of the standardized regression weight coefficient was 0.204, with a C.R value of 2.561 and a P-value of 0.01. This demonstrates that the relationship between information technology and ASN performance is positive. ASN performance has improved as information technology has improved, and vice versa. Testing the relationship between the two variables yields a probability value of 0.01 ($p < 0.05$), which is significant. So that the fourth hypothesis, "information technology has a positive effect on the performance of ASN at the Kebumen Regency Government Service and Agency," can be accepted, and it is

stated that information technology has a significant positive effect on the performance of ASN at the Kebumen Regency Government Service and Agency.

Previous research, specifically the findings of (Goodhue & Thompson, 1995), indicates that information technology has a positive impact on individual performance. According to the findings of (Astuti & Dharmadiaksa, 2014), the suitability of tasks with information technology has a significant positive effect on employee performance. According to the findings of (Huang & Chuang, 2016) research, TPC has an impact on the performance of job search websites (JSWs). (Bukie, 2015) stated in his research results that TTF and lecturer performance had a significant relationship, as did (Michael Musyaffi & Muna, 2020) in their research results that TTF had a significant effect on performance impact on a Village Financial System (Siskeudes).

	Organizational culture	Technology Information	OCB	ASN Performance
(OCB)	,214	,239	,000	,000
ASN Performance	,226	,204	,267	,000

5.4 The Impact of Organizational Citizenship Behavior (OCB) on ASN Performance

The estimated parameter value of the standardized regression weight coefficient was 0.267, with a C.R value of 3.120 and a P-value of 0.02. This demonstrates that the relationship between Organizational Citizenship Behavior (OCB) and ASN performance is positive. The higher the Organizational Citizenship Behavior (OCB), the higher the ASN performance, and vice versa. Testing the relationship between the two variables yields a probability value of 0.02 ($p < 0.05$), which is significant. Thus, the fifth hypothesis in this study, which states that "Organizational Citizenship Behavior (OCB) has a positive effect on ASN Performance at the Kebumen Regency Government Service and Agency," is accepted, and it is stated that there is a significant positive effect between Organizational Citizenship Behavior (OCB) and ASN Performance at the Kebumen Regency Government Offices and Agencies.

This research is supported by previous research, specifically (Organ, 2018) research, which found that OCB affects employee performance. According to the findings of (Nisa et al., 2018) study, OCB affected the performance of Level 3 Hospital Employees Baladhika Husada Jember. (Lestari, 2018) discovered that OCB has a significant positive effect on employee performance. According to the findings of (Ticoalu, 2013) research, OCB has an effect on employee performance at the PT. National Pension Savings Bank (BTPN) Manado Main Branch.

To examine the mediation relationship between the independent variable and the dependent variable via the mediating variable, compare the value of standardized direct effects with the value of standardized indirect effects. This means that if the standardized direct effect value is less than the standardized indirect effect value, the mediating variable has an indirect influence on the relationship between the two variables.

Table 4: *Standardized Direct Effects* (Group number 1 - Default model)

Source: *Primary Data Processed, 2021*

	Organizational culture	Technology Information	OCB	ASN Performance
	BO	TI	OCB	KIN
Organizational Citizenship Behavior (OCB)	,000	,000	,000	,000
ASN Performance	,057	,064	,000	,000

5.5 The Impact of Organizational Culture on ASN Performance as Mediated by Organizational Citizenship Behavior (OCB)

The influence of organizational culture on ASN performance as mediated by organizational citizenship behavior (OCB) can be demonstrated by comparing the standardized direct effect value to the standardized indirect effect value. The results of testing the relationship between the two variables show a value of $0.226 > 0.057$, indicating that the indirect relationship between organizational culture variables and ASN performance is smaller than the direct relationship between the two variables. The findings indicate that organizational citizenship behavior (OCB) does not positively mediate the influence of organizational culture on ASN performance. Thus, the sixth hypothesis in this study, "Organizational Citizenship Behavior (OCB) can mediate the influence of organizational culture on ASN performance at the Kebumen District Government Service and Agency," is rejected, and it is stated that the variable organizational citizenship behavior is not a mediator variable, but rather that the variable organizational.

This research is supported by previous research, specifically (Lovihan, 2014) research, which found that OCB is not a mediator between organizational culture and the correlation of work performance. However, this study does not support the research conducted by Gusli Chidir et al. (2020), who found that organizational culture has a significant positive influence on employee performance, both directly and indirectly mediated by OCB, and (Kusuma,

2018), who found that organizational culture mediated by OCB has a significant positive influence on employee performance. PT. BRI employees in Kulon Progo Regency.

5.6 The Impact of Information Technology on ASN Performance as Influenced by Organizational Citizenship Behavior (OCB)

The results of testing the relationship between the standardized direct effect of the standardized indirect effect of the two information technology variables on ASN performance show a value of $0.204 > 0.064$. The indirect relationship of information technology variables to ASN performance is smaller than the direct relationship of the two variables, indicating that information technology does not mediate its influence on ASN performance. Thus, the seventh hypothesis in this study, "Organizational Citizenship Behavior (OCB) is capable of mediating the influence of information technology on the performance of ASN at the Kebumen District Government Service and Agency," is rejected, and it is stated that the variable organizational citizenship behavior is not a mediator variable, but that the variable organizational cit

This study does not support previous research, specifically the research of (Davison et al., 2020) with the findings of their research stating that examples of OCB are found that match the salient characteristics of Chinese social culture, especially when facing deficiencies in the system, training organizational, and personal skills, and the research results of (Yoo et al., 2013) research, absorption capacity was found to achieve full mediation between organizational citizenship behavior and ERP system usage performance.

6. CONCLUSION

1. Organizational culture has a positive impact on Organizational Citizenship Behavior (OCB) at the Kebumen District Government Service and Agency.
2. Information technology variables have a positive influence on Organizational Citizenship Behavior (OCB) at the Kebumen District Government Service and Agency.
3. Organizational culture has a positive impact on the performance of ASN at the Kebumen District Government Service and Agency.
4. Information technology has a positive impact on the performance of ASN in the Kebumen Regency Government Service and Agency.
5. Organizational Citizenship Behavior (OCB) has a positive effect on the performance of ASN at the Kebumen District Government Service and Agency.
6. Organizational Citizenship Behavior (OCB) does not mitigate the impact of organizational culture on ASN performance at the Kebumen District Government Service and Agency.

7. Organizational Citizenship Behavior (OCB) does not influence the performance of ASN in the Kebumen District Government Service and Agency.

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Based on the results of the study and the limitations of this study, we recommend the following problems:

1. For future research, it is necessary to add other variables that can affect Organizational Citizenship Behavior (OCB) and ASN performance, such as employee commitment and competence variables, and increase the number of samples so that the data obtained are adequate and get more significant results.

2. To the leaders and government agencies of Kebumen Regency, it is better to optimize the improvement of organizational culture, especially services to the public smoothly, namely by carrying out activities that are on time, so that the activities carried out are on target and on time optimally.

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