

**PENGARUH KEPUASAN KERJA, IKLIM ORGANISASI,  
DAN KOMITMEN ORGANISASI TERHADAP  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
(Studi Kasus Pada Pegawai BPSDM Kementerian Hukum dan HAM)**

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**Abstrak**

Penelitian ini dilakukan untuk mengetahui pengaruh Kepuasan Kerja, Iklim Organisasi, dan Komitmen Organisasi terhadap *Organizational Citizenship Behavior* dengan metode kuantitatif, melalui survey yang kemudian diolah dengan teknik analisis SEM (*Structural Equation Modelling*). Instrumen yang digunakan dengan cara menyebarkan kuesioner kepada pejabat dan pegawai di lingkungan BPSDM Kementerian Hukum dan HAM. Tesis ini menggunakan program AMOS dengan jumlah sampel yang digunakan sebanyak adalah 142 orang responden. Dari hasil penelitian diketahui bahwa variabel Kepuasan Kerja ( $X_1$ ), Iklim Organisasi ( $X_2$ ), dan Komitmen Organisasi ( $X_3$ ) mempunyai pengaruh terhadap variabel *Organizational Citizenship Behavior* (OCB) (Y) pada pegawai BPSDM Kementerian Hukum dan HAM. *Organizational Citizenship Behavior* (OCB) pegawai paling dominan dipengaruhi melalui Kepuasan Kerja sebesar 32,2%, dan juga dipengaruhi melalui Kepuasan Kerja, Iklim Organisasi dan Komitmen Organisasi secara bersama-sama sebesar 47,7%. Berdasarkan kesimpulan tersebut, disarankan kepada manajemen atau organisasi untuk memberikan perhatian yang tepat pada faktor kepuasan pegawai dalam bekerja, dengan meningkatkan kesempatan pada pegawai untuk mengembangkan diri serta adanya sistem *reward* yang lebih adil diharapkan akan meningkatkan *organizational citizenship behavior* (OCB) pegawai.

**Kata Kunci** : kepuasan kerja, iklim organisasi, komitmen organisasi, *organizational citizenship behavior*

**EFFECTS OF JOB SATISFACTION, ORGANIZATIONAL  
CLIMATE AND ORGANIZATIONAL COMMITMENT TO  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**  
(Case Study at Human Resource Development Agency of The Ministry of  
Law and Human Rights Employees)

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**Abstract**

This study was conducted to identify the effects of Job Satisfaction, Organizational Climate and Organizational Commitment to Organizational Citizenship Behavior using quantitative method, conducted by a survey and the result was treated with analysis technique of SEM (Structural Equation Modeling). Instrument of survey being used was in form of questionnaire which was distributed to officials and employees at Human Resource Development Agency of The Ministry of Law and Human Rights. This thesis applied the AMOS program with the number of samples being used were 142 respondents. From the result of this research, it was known that the variables of Job Satisfaction (X<sub>1</sub>), Organizational Climate (X<sub>2</sub>), and Organizational Commitment (X<sub>3</sub>) had effects on the variable of Organizational Citizenship Behavior (OCB) (Y) to the Human Resource Development Agency of The Ministry of Law and Human Rights employees. Organizational Citizenship Behavior (OCB) of the employees was dominantly influenced by Job Satisfaction amounting 32,2%, and also influenced by Job Satisfaction, Organizational Climate and Organizational Commitment jointly amounting 47,7%. Based on the conclusions, it is recommended for the management or organization to give proper attention to the factor of employee satisfaction at work, by increasing opportunities for employees to develop and also by implementing a fairer system of reward which is expected to improve the organizational citizenship behavior (OCB) of the employees

**Keyword** : job satisfaction, organizational climate, organizational commitment, organizational citizenship behavior