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The Influence of Job Characteristics, Personality, Organization Culture to Organizational Citizenship Behavior (OCB) through the Job Satisfaction of the Indonesian Air Force Officers in Jakarta and Bandung Region

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Abstract:
The purpose of this research is to test and analyze the influence of work characteristics, personality, and organizational culture being the Variable Xs either partially or jointly to the organizational citizenship behavior through job satisfaction of TNI Air Force officers being the Variable Y.Data collection uses questionnaires which the validity and reliability have been tested to 30 respondent. The verification process is done through SEM (Structural Equation Model) with Lisr el software V.8.80.
The research result and the test of hypothesis show that there are positive and significant influence of the variable Xs to the Variable Y with coefficient of determination is total contribution is R2 = 0.55 (55%)-- direct and indirect influence. Among the three variables, Work characteristics have a higher influence than personality, and organizational culture having the regression coefficient of 0.42.
Furthermore, the influence of Work characteristics, personality, organizational culture, and job satisfaction both partially and jointly to organizational citizenship behavior proved to have positive and significant influence on organizational citizenship behavior with coefficient of determination which is total contribution of direct and indirect influence (R2 = 0.68 or 68%). Of the four variables, job satisfaction variables have a more dominant influence and able to mediate the three variables than work characteristics, personality, and organizational culture on the organizational citizenship behavior of 0.36 with dimensions of workplace conditions of 0.87

Keywords: Work characteristics, personality, organizational culture, job satisfaction, organizational citizenship behavior.

1. Introduction

The Indonesian National Armed Forces, especially the Indonesian Air Force as an organization also needs innovation to improve professionalism in protecting and serving the community. Lack of creative ideas for organizational progress, encouraging organizations to stagnate growth, thus lowering the professionalism of members of the organization. One way to bring organizations to high performance is to manage the behavior of organizational members, one of which is Organizational Citizenship Behavior (OCB). OCB is a voluntary individual behavior, not directly or explicitly done because of formal reward systems, and overall can improve the efficiency and effectiveness of organizational functions. Further the three main criteria that establish the concept of Organizational Citizenship Behavior that is voluntary, not directly or explicitly acknowledged by a formal reward system to improve the effectiveness and efficiency of organizational functions (Mangundjaya, 2011). This study uses the term OCB as a variable in the study.

Organ (in Titisari, 2014) define OCB as an individual behavior that is individual choice and initiative, unrelated to the organization's formal reward system but in aggregate to enhance organizational effectiveness. Furthermore Titisari (2014: 3) states that the behavior of the organization does not include the description of the organization so that if not done it is not given punishment but with OCB can help change the formal organization atmosphere to be a little relaxed and full of cooperation.

OCB involves some behaviors, including the behavior of helping others, becoming a volunteer for extra tasks, abiding by the rules and procedures at work. OCB behavior tends to see a person (Indonesian Air Forces personnel) as a social being rather than as an individual selfish individual. This behavior arises from the feeling of being an "Indonesian Air Forces personnel" and satisfied in doing "something more" to the organization. "Feelings of Indonesian Air Forces

Personnel" and "satisfaction when doing something more" only happen if Indonesian Air Forces personnel had a positive perception of their organization.

OCB helps transform a formal organizational atmosphere into a little relaxed and full of cooperation. It is hoped that with such an atmosphere the tension among Indonesian Air Forces personnel can be reduced and because of the supportive atmosphere expected to increase the productivity of Indonesian Air Forces personnel, thus achieving effectiveness with efficiency. OCB is a free individual behavior to determine which is not directly or explicitly recognized by the formal reward system and together will encourage more effective organizational functions (Organ in Titisari, 2014). There is evidence that individuals who exhibit OCB perform better and receive higher performance evaluations from their organizations (Podsakoff and MacKenzei in Titisari, 2014).

The increase in OCB of Indonesian Air Forces personnel can be identified by various factors influencing the improvement of OCB. In order to improve the OCB of Indonesian Air Forces personnel it is very important for the organization to know what is causing or increasing the OCB. According to Organ et al. in Titisari (2014) the increase of OCB is influenced by two main factors, first internal factors derived from self-employee, among others are job satisfaction, commitment, and personality. Second, OCB is influenced by external factors that come from outside employees, including leadership style and organizational culture. These factors are able to shape the creation of OCB.

Factors that can form OCB, one of the most important is job satisfaction, the statement is very logical that job satisfaction is the main determinant of OCB employees (Robbins, 2011). Satisfied Indonesian Air Forces personnel are more likely to speak positively about the organization, assist colleagues, and keep their work performance beyond normal expectations, moreover satisfied Indonesian Air Forces personnel may be more adherent to the call of duty, because they want to repeat the experience - their positive experience (Robbins, 2011). The purpose of this research is to know and examine the influence of job characteristics, personality, organizational culture and job satisfaction individually and together to OCB at Indonesian Air Forces personnel in Jakarta and Bandung region.

2. Literature Review

2.1. Organizational Citizenship Behavior (OCB)

OCB is regarded as a workplace behavior in accordance with personal judgment that exceeds one's basic work requirements. They are often described as behaviors that exceed task requests. Organization Citizenship Behavior (OCB) is a discretionary individual behavior that is not directly recognized by the formal reward system and together will encourage more effective organizational function (Organ, 1990) in Titisari (2014).

The organs (Titisari, 2014: 3) define OCB as an individual behavior that is individual choice and initiative, unrelated to the organization's formal reward system but implicitly improves organizational effectiveness. Furthermore Titisari (2014: 3) states that the organization's behavior is not included in the organization's description so that no action is given, but with OCB can help change the formal organization atmosphere to be a little relaxed and full of cooperation.

According to Organ et al. (1988), the OCB dimension as follows:
- Altruism Employee behavior in helping his colleagues who have difficulty in the situation that is facing both the task in the organization and personal problems of others. This dimension leads to giving help which is not an obligation it carries.
- Conscientiousness
- Behavior shown by trying to outweigh the expected company. Voluntary behavior that is not an employee's duty or duty. This dimension reaches far above and far ahead of the call of duty.
- Sportsmanship Behavior that tolerates less ideal circumstances within the organization without raising objections. A person who has a high level of sportsmanship will improve the positive climate among employees, employees will be more polite and cooperate with others so that will create a more enjoyable work environment.
- Courtesy Maintain good relationships with colleagues to avoid interpersonal problems. A person who has this dimension is a person who values and cares for others.
- Civic Virtue Behavior that indicates responsibility for organizational life (following changes in the organization, taking initiatives to recommend how operations or organizational procedures can be improved, and protecting resources owned by the organization). This dimension leads to the responsibility that an organization has to a person to improve the quality of the occupied field.
- Peacekeeping, i.e. avoidance actions and resolve interpersonal conflict (as a stabilizer in the organization).
- Cheerleading, defined as an aid to colleagues to achieve higher achievement.
- Based on conceptual descriptions of OCB then it can be synthesized that OCB is an organizational behavior that leads to individuals within the organization aimed at improving effectiveness without neglecting individual productivity goals.

2.2. Work Characteristics

Characteristics of work is a collection of attributes of jobs that can encourage the emergence of motivation to work. (Hackman and Oldham in Pradipta 2015: 1).

Job characteristics are an approach in designing work that shows how work is described in five core dimensions: skill diversity, task identity, task meaning, autonomy and feedback (Robbins, 2011: 219). The influence of job characteristics on OCB is reinforced by Jinyue (2013), Ajgaonkar's (2011) study. Based on the description, it is assumed that job characteristics had a positive influence on OCB.

2.3. Organizational Culture

According to Robins (2011: 305) states that the organizational culture is a system of shared meanings embraced by members of the organization that differentiates the organization from other organizations. According to Tika (2010: 15) organizational culture is a system of meaning, values and belief shared in an organization that became a reference to act and distinguish one organization with other organizations. Organizational culture then becomes the main identity or character of the organization that is maintained and maintained.

Organizational culture is what employees perceive and how it creates a pattern of beliefs, values, and expectations. Schein (Tika, 2010: 13) defines culture as a pattern of basic assumptions created, discovered, or developed by a particular group while learning to deal with external adaptation problems and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in terms of the problems it faces.

According to Robbins (2011: 311) one of the functions of organizational culture is as a mechanism of meaning and control that can guide and shape the behavior of its members. Ebrahimpour (2011) Ghashghaeinia and Hafezi (2015) states that organizational culture can improve the OCB. Lin, Hung and Ho (2010) state that the organizational culture in China trust, restraint and always benefit the organization will improve the performance of the organization and can increase the harmony among employees who ultimately affect the OCB employees. Based on the description, it is assumed that organizational culture had a positive influence on OCB.

2.4. Personality

Sjahrudin (2013) examined the relationship between personality and free behavior to help by using a sample of 178 respondents in three types of organizations. The study found that together 5 (five) personality factors influence household activities and tasks, on OCB and on voluntary behavior.Purba (2015) examines the relationship of personality with helpful behavior in the workplace. By using a sample of 374 women who joined in the association of construction. This study found that strong conscientiousness will had a positive influence on helping individuals. Setiawati and Rahman (2011) in his research aims to examine the relationship of spirituality and personality to OCB by using 104 lower level employees as respondents. This study found that the meaning of life is positively related to OCB and organizational commitment as a moderating variable does not reinforce the significance of life to OCB, extraversion to OCB and the relationship between neuroticism and OCB.

Based on empirical studies that have been done only to test the relationship between personality and OCB, therefore in this study, trying to reexamine the relationship between personalities, especially using the big five personality theory with OCB

2.5. Job Satisfaction

Job satisfaction is a positive feeling that employees feel related to their work. Additionally, satisfied employees may become more proud beyond the demands of the task because they want to reply to their positive experiences. According to Robbins (2011: 105), job satisfaction can arise because of mentally challenging work, appropriate rewards, supporting working conditions, supportive colleagues, personality and job suitability. Robbins (2011: 105) states job satisfaction encourages the emergence of OCBs because satisfied employees have a greater chance of positively speaking about the organization, helping other individuals, and performing a performance that exceeds normal expectations. Satisfied employees may be more obedient to the call of duty because they want to repeat positive experiences that have been felt.

Locke in Luthans (2011: 128), satisfaction and dissatisfaction felt by the individual is the difference or the gap between the expectations and reality experienced. Based on this matter then the individual in this case the employee considers unimportant or important job desired by the individual in accordance or not in reality. Williams and Anderson (1991) in Connect (2011) stated that intrinsic and extrinsic job satisfaction differed in 2 (two) OCBs types OCB-I and OCB-O in 461 full-time employees who went to school in the MBA program. Pavalache (2014) found that job satisfaction had a significant influence on OCB. Sambung (2011) stated that job satisfaction improved OCB-I and OCB-O. Based on the above description underlying that job satisfaction increase OCB so that allegedly job satisfaction had a positive influence on OCB.

2.6. The Influence of Work Characteristics on Job Satisfaction

Studies of the importance of different job characteristics find consistently that the nature of the work itself is the primary determinant of job satisfaction. Several recent studies have attempted to identify important dimensions of the work material and know how workers' satisfaction is determined together by the work material and individual nature. The core dimensions are: variety skill, task identity, task significance, autonomy and job feedback itself. These five characteristics of work will affect three important psychological states for employees, namely: the significance of tasks, responsibilities, and knowledge of the work. Finally, these three psychological conditions will affect motivation internally, quality of work, employee satisfaction and low absenteeism (Robbins, 2011: 212).

The influence of job characteristics on job satisfaction is clarified with the results of Nanan and Pukkeeree (2013) research which shows that job characteristics have an influence on job satisfaction. Based on these descriptions it can be expected that job characteristics provide a positive influence on job satisfaction.

2.7. The Influence of Organizational Culture on Job Satisfaction

Organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organizations.

Kotter and Hesket in Tika (2010: 6) suggests that organizational culture is a shared value and practice across groups within a company, at least in management as a group behavior norm. The influence of organizational culture on satisfaction is based on the opinion of Kotter and Hesket in Sutanto (2002: 129) revealed that a strong organizational culture will trigger employees to think, behave and behave in accordance with the values of the organization. The suitability between organizational culture and the members of the organization that support it will lead to job satisfaction that encourages members of the organization to improve the OCB better by staying with one company / organization and a long-term career.

The influence of organizational culture on job satisfaction is confirmed by the results of Sabri et.al (2011) and Habib et.al (2014) found that organizational culture has an influence on Job satisfaction. Based on the above description then allegedly with a strong organizational culture will increase Job satisfaction.

2.8. Influence Characteristics of Work, Personality and Organizational Culture on Job Satisfaction

There are several factors that influence job satisfaction, such as, job characteristics, personality and organizational culture. The personality structure revolves around identifying and characterizing personal characteristics that describe an individual's behavior. Job satisfaction is a set of individual feelings about pleasant or unpleasant perceptions of the organization and work environment.

According to Robbins (1996) the theory of job characteristics is an attempt to identify job characteristics of the work, how they are combined to form different occupations and their relationship to motivation, job satisfaction and employee performance. Sarwat (2012) describes five Work characteristics as an effective predictor of employees on job satisfaction. The five predictors are skill diversity, task identity, task significance, autonomy, and feedback. O'Reilly, Chatman and Cadwell (1991) in his research that corporate culture has an influence on the effectiveness of the company, especially in companies that have culturally appropriate strategies can increase employee commitment to the compaased on various theories and it can be concluded that the characteristics of work, personality and organizational culture have significant influrnce to the job satisfaction.

2.9. The Influence of Job Characteristics, Personality, Organizational Culture and Job Satisfaction on OCB

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the OCB concept: OCB is an extra role performance that is separate from in-role performance or performance that matches job description. The second approach is to look at the OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions within the organization on the fulfillment of contractual relationships and psychological contracts.Connection (2010) personality characterized by extraversion, neurotic, open to experience, approval and good conscience may form voluntary organizing behavior on the organization (OCB-O) but not on intercultural behavior (OCB-I). The results of this study prove that the better the personality of an employee then they will voluntarily show the help behavior to the organization (OCB-O) but not on the behavior of helping individuals. Elanain (2007) aims to examine the influence of big five personality on OCB after controlled by control variables such as work locus of control (WLOC), self-esteem, organizational justice and stress at work. The findings of this study are the general five-factor model is a predictor of OCB employees in Arab.

Su Fen Chiu and Hsiao Lan Chen (2005) that job characteristics are more influential on job satisfaction than organizational citizenship behaviors because of the high organizational citizenship behaviors depending on how high employee satisfaction is. The findings of this study indicate that the typical employees are employees who think rationally because employees will have organizational citizenship behaviors are increasing when employees feel gained satisfaction from work, so organizational citizenship behaviors employees are reasoned based on the level of employee satisfaction. Based on the above theories it is concluded that the characteristics of work, personality, organizational culture and job satisfaction on OCB.
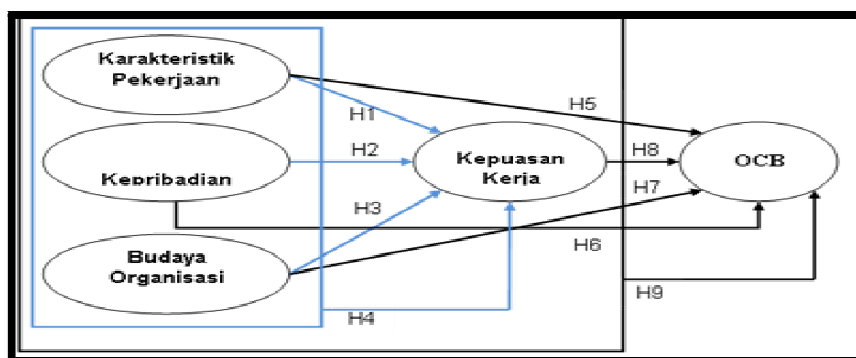

Figure 1: Path Analysis Model
Notes:Karakteristik Pekerjaan=Job Characteristics
Kepribadian=Personality
Budaya Organisasi= Organinizational Culture
Kepuasan Kerja= Job Satisfiction

3. Research Method
The approach used in this research is quantitative approach. This study uses a wide population of personnel of Jakarta and Bandung Officers. Research conducted in the Air Force offices at Jakarta and Bandung regions. The research time of the plan was conducted around July-September 2016. The research population was 3,054 personnel of the Indonesian Air Force. The sample of research is 354 personnel.

The research variables are:

3.1. Work Characteristics
Work characteristics are the assessment on the characteristics of a job, the ability and skill, freedom, and feedback to make the personnel of Jakarta and Bandung prefer their work with the following indicators.
- Task Identity, is a specification contained in a position or level of work that contains what things are needed at a certain level of office and what responsibilities must be resolved from beginning to end.
- Task Significance, is a work done to affect the people around both within the organization and outside the organization.
- Autonomy, is a freedom of responsibility that is given to employees to determine the ways used in the completion of tasks assigned.
- Job feedback, is the information informing work done by employees who are expected to make performance benchmarks to work better.

3.2. Organizational Culture
Organizational culture is the assessment of the basic values / value system applied in an organization which will certainly distinguish between organizations with one another. The indicators used to measure organizational culture are as follows;
- Innovation and risk taking, a level where workers are encouraged to be innovative and risk-taking.
- Attention to detail, where workers are expected to show accuracy, analysis, and attention to detail.
- Outcome orientation, where management focuses on results or benefits rather than on the techniques and processes used to obtain those benefits.
  Aggressiveness, where people tend to be more aggressive and competitive than easy going.
- Stability, where organizational activity emphasizes maintaining the status quo as opposed to development.

3.3. Job Satisfaction
Job satisfaction is the assessment on feelings of positive expectations related to their work. The Job satisfaction is visable through:
- The work itself, in which the job provides an interesting task, an opportunity to learn and an opportunity to accept responsibility.
- Salary, the amount of wages earned and the rate at which it can be viewed as appropriate to others in the organization.
- Promotional opportunities, opportunities to advance in the organization.
- Supervision, supervisory ability to provide technical assistance and behavior support.
- Co-workers, the degree to which co-workers are technically and socially supportive.
- Workplace conditions, working environment conditions that can support the comfortable atmosphere for work.4. Personality
  Atkinson et al (1983) says personality is a typical pattern of behavior and thinking that determines a person's adjustment to his environment. This variable is measured by Detrick and Chibnall (2006), Grant and Langan-Fox (2007) models with The Big 5 (Five) Personality consisting of 5 (five) personality dimensions:
- Extraversion, described as the dimensions of individual socializing, assertive, supportive and active.
- Agreeable, defined as tolerant, friendly, conforming in social and flexible situations. Conscientiousness, can be seen in someone who has disciplined self-worth and organized.
- Neurotic, can be described as someone who is associated with depressive, shy, lack of self-confidence, and very emotional.
- Openness to experience, can be seen in individuals who have imaginative and great curiosity

3.4. Organizational Citizenship Behavior (OCB)
Is a behavior of personnel in improving the effectiveness an organizational performance without neglecting the objectives of individual productivity as measured by indicator as follows?

3.4.1. Conscientiousness
Assessment of employee behavior that exceeds company standards in terms of attendance, compliance with rules, rest and others

3.4.2. Sportsmanship

Assessment of the employee's desire for a willingness to understand the condition of the company in certain circumstances without complaining

3.4.3. Courtesy

Assessment of employee behavior in terms of avoiding conflicts among colleagues.

3.4.4. Altruism

Assessment of employee behavior in helping his colleagues solve company problems

3.4.5. Civic Virtue

Assessment of employee behavior in terms of willingness to pay attention to the survival of the company

3.4.6. Peacekeeping

Measures that avoid and resolve interpersonal conflicts (as stabilizers in the organization)

3.4.7. Cheerleading

Help colleagues to achieve higher achievement

The collected data is analyzed by Structural Equation Modeling (SEM) analysis which is a combination of path analysis and measurement model ie confirmatory factor analysis. With SEM model analysis also confirmed variables of latent variable formers, likewise to see the influence of independent variables (either endogenous or exogenous) to the dependent variable, or the influence of exogenous variables on endogenous variables. In general, there are two main analytical tools in this study, namely: (1) SEM assumption test tool, and (2) model match testing tool.

4. Results and Discussion

The result of SEM analysis equation is described below.

Equation 1:

$PUAS = satisfied = 0.42 * KP + 0.23 * KPR + 0.20 * BO$, Errorvar. = 0.45, $R^2 = 0.55$

Equation 2

$OCB = 0.36 * PUAS - 0.17 * KP + 0.012 * KPR + 0.32 * BO$, Errorvar. = 0.32, $R^2 = 0.68$
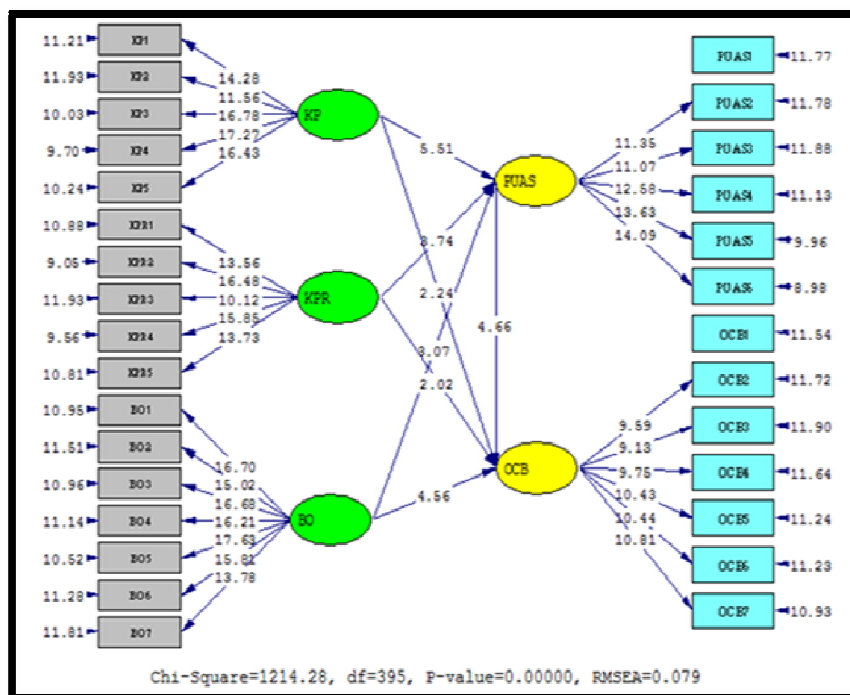

Figure1: SEM Analysis Model
Puas= Kepuasan Kerja=Job Satisfiction

The results of the initial model construct test are evaluated based on the goodness of fit index, the criteria model and the critical value that has the suitability of the data. Model test results show that one conformity index of RMSEA has met the required value. Since the basic model has fulfilled one of the goodness of fit criteria, parsimony theory has been accepted and not required to modify it, because it can be assured that the modification will produce better chi-square value. In other words, based on parsimony theory, if the basic model (default model) has produced at least one criterion then the model will certainly produce the expected criteria. So the results of this test can be concluded that this model can

be received fairly well (Ferdinand, 2002) and can be used for estimation. The results of hypothesis testing are described below.

The result of analysis shows that job characteristics have positive and significant influence to job satisfaction. It is seen from the positive path coefficient of 0.42 and obtained the probability significance of 0.000 is smaller than the level of significance is determined 0.05. Thus it can be concluded that any increase in value on job characteristics will increase job satisfaction by 0.42. These results provide support for the hypothesis of work characteristics have a significant influence on job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung region.

The results showed that the personality variable proved to have and significant influence on job satisfaction. It is seen from the positive path coefficient of 0.23 and obtained the probability significance of 0.000 is smaller than the level of significance is determined 0.05. These results provide support for the hypothesis of personalitty have a significant influence on job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung region.

The result of analysis shows that organizational culture variable have positive and significant influence to job satisfaction. It can be seen from the coefficient of organizational culture coefficient is equal of 0,20 with positive direction to job satisfaction and obtained value of significance equal to 0.000 smaller than level of significance specified 0,05. Thus it can be concluded that any increase in value in organizational culture will increase job satisfaction. Organizational culture that existed in Indonesian Air Forces personnel At Jakarta and Bandung region able to increase job satisfaction equal to 0,20. These results provide support for the organizational culture hypothesis have a significant influence on job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung region.

Result of hypothesis of variable of work characteristic, personality and organizational culture together show positive and significant influence to job satisfaction with F-Value significance level of 6.36> F-critical of 3.80. The result of coefficient of determination (R^2) equal to 0,55 or 55% is total contribution of direct influence to job satisfaction while 0,45 (45%) is another variable that influence to job satisfaction, but not examined in this research. Among the three research variables, the most dominant organizational culture variables affect job satisfaction with a direct influence of 0.42. Thus the existing organizational culture in the Indonesian Air Forces personnel at Jakarta and Bandung region able to improve job satisfaction personnel. These results provide support for the organizational culture hypothesis have a significant influence on job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung region

The result of analysis shows that job characteristics variable have positive and significant influence to OCB. It can be seen from the coefficient of organizational culture coefficient is equalof 0.17 and obtained the probability significance of 0.000 is smaller than the level of significance is determined 0.05. Thus it can be concluded that any increase in job characteristics will increase OCB personnel. These results provide support for the job characteristics hypothesis have a significant influence on OCB of Indonesian Air Forces personnel at Jakarta and Bandung region.

The results showed that personality variables proved to had a positive and significant influence on OCB. It can be seen from the personality path coefficient is 0,12 and the probability significance is 0.000 which is smaller than the level of significance specified 0,05. Thus it can be concluded that any increase in value on the personality will increase the OCB. These results indicate that personality is significant but still weak against OCB Indonesian Air Forces personnel At Jakarta and Bandung region.

The result of the analysis shows that organizational culture variable has positive and significant influence to OCB. This can be seen from the value of the coefficient of organizational culture is 0.32 with a positive direction toward OCB and obtained a significance probability value of 0.000 is smaller than the level of significance is determined 0.05. Thus it can be concluded that any increase in value in organizational culture will increase OCB. The existing organizational culture of the Indonesian Air Forces Personnel At Jakarta and Bandung region is still weak and less able to improve OCB personnel. These results do not provide support for the organizational culture hypothesis significantly affect the OCB Indonesian Air Forces personnel At Jakarta and Bandung region

The result of analysis shows that job satisfaction variable have positive and significant influence to OCB. It can be seen from the value of the coefficient of the satisfaction line is 0.36 with a positive direction toward OCB and obtained a significance probability value of 0.000 which is smaller than the significance level specified 0,05. Thus it can be concluded that any increase in value on job satisfaction will increase the OCB personnel. These results provide support for the hypothesis of job satisfaction has a significant influence on OCB Indonesian Air Forces personnel at Jakarta and Bandung region.

Result of hypothesis of variable of job characteristic, organizational culture and job satisfaction variable together show positive and significant influence to job satisfaction with F-Value significance level of 5.32> F-critical of 3.80. The result of coefficient of determination (R^2) equal to 0,68 or 68% is total contribution of direct influence to OCB while 0,32 (32%) is another variable that influence to OCB, but not examined in this research. Among the four research variables, the most dominant variables to OCB affect job satisfaction variable with a direct influence of 0.36. Thus the existing job satisfaction variable in the Indonesian Air Forces personnel at Jakarta and Bandung region able to OCB. These results provide support for the job satisfaction hypothesis have a significant influence on OCB of Indonesian Air Forces personnel at Jakarta and Bandung region

5. Discussion

5.1. The Influence of Job Characteristic Factors on OCB

Based on the calculation value of SEM analysis directly and the first hypothesis test that is job characteristic have positive and significant influence to job satisfaction in this research, hence first hypothesis is rejected so can be explained

that influence of job characteristic to OCB not significant at alpha level (α) = 0, 05. This explains that the first hypothesis stating the job characteristics has significant influence on OCB, is not proven. Similarly, the results of indirect influence on OCB through job satisfaction is not calculated in this study due to the adopted trimming indicator where the significant paths are not calculated in the path between research variables.

The result of the research indicates that job characteristics do not have an influence on OCB because of the respondents sometimes experience obstacles in mindset and problem solving skill in their work. At the time of Indonesian Air Forces personnel in the Jakarta and Bandung areas who have an interest in the work in the field / operational but the placement of duties in the office / staff can cause less optimal and happy about the job because of lack of understanding and not in accordance with the psychology of interest in talent to the job so that causing a sense of dissatisfaction over the characteristics of the work to be done.

These findings are inconsistent with Hackman and Oldham's theories in Pradipta (2015: 1), where job characteristics are measured by variety skills (job variation, task identity, task significance, autonomy and job feedback will affect the OCB. Characteristics of work has components that can lead to a full understanding of a job, a sense of responsibility for the work, a sense of awareness of the impact of the work and generate a positive norms of decency in personnel. The results of this study on Hackman and Oldham model theory due to feedback indicator that is not able to explain the variable characteristics of work. The existence of weakness of the results of the assessment of respondents to the significant task indicator and the validity of job feedback indicator in this study can be the cause of job characteristics have no influence significant to OCB. According to Chiu and Chen (2005) the inconsistency of work characteristic result to OCB is because in the implementation of task context responsibility for task and job feedback that must be obtained can influence the behavior of one of them OCB. The existence of job feedback in return for the work done does not occur in this study even though the respondent's assessment has an indicator of the answer that agrees generally on other indicators of job characteristics. According to Organ et al., 2006 (in Unuvar, 2006), Job feedback is the most important part for a person to behave OCB. Feedback in task is closely related to OCB behavior especially civic virtue in work and work relations issues because Job feedback can also be able to contribute to OCB formation.

The results of this study indicate that job characteristics have no positive and significant influence on OCB supported by Mushtaq (2013) and Otmo (2013) research findings. While indirectly, job characteristics have no influence on OCB supported by Chiu and Chen (2005) results indicating that job characteristics are not proven to have an indirect influence through satisfaction with OCB. It can be interpreted that Indonesian Air Forces personnel in the Jakarta and Bandung areas do not had a positive outlook on job characteristics. This is the reason that the job characteristics do not positively and significantly influence the OCB personnel of Indonesian Air Forces personnel in Jakarta and Bandung area.

5.2. The Influence of Personality Factor to OCB Personnel Indonesian Air Forces Personnel in Jakarta and Bandung Area

The results of the analysis show that personality has no positive and significant influence on OCB of Indonesian Air Forces personnel. It shows that the fourth hypothesis which states that the better the personality of personnel will not increase the OCB personnel is denied the truth.

Atkinson et al (1983) says personality is a typical behavioral pattern and way of thinking that determines a person's adjustment to his environment. Feist and Feist (2006) argue that personality is a permanent pattern of character, character or characteristic that gives consistency to one's behavior. So from these various conclusions can be concluded that the personality is a dynamic organization within a unique individual, settling in internal and external aspects of a person's character that affect behavior in different situations. So that the Indonesian Air Forces personnel are advised to continue to spread positive attitudes full of goodness in all things to the personnel. So that Indonesian Air Forces personnel in Jakarta and Bandung area do not have problems with excessive emotions, such as worry, and discomfort.

The results of the study were inconsistent with Eflina and Seniati (2007), finding that personality had an influence on OCB in Indonesia. Personality is a predictor of different types of OCB. Employees with high-extraversion-like personality, assertive assertiveness and joyful tend to have a high level of concern for colleagues, bosses and organizations tend to show high OCBs as well. In addition, the study was not in line with Djati (2008) which showed that the morale of personnel, organizational commitment of personnel and motivation significantly influenced OCB.

5.3. The Influence of Organization Culture Factor to OCB of Indonesian Air Forces Personnel in Jakarta and Bandung Area

The results of Ebrahimpour (2011) found that organizational culture can improve OCB. This is also supported by the results of research Kwantess (2008) which found that organizational culture also affect the OCB. Lin, Hung and Ho (2010) argue that the organizational culture in China that is comprised of a culture of mutual trust, self-restraint and always beneficial to the organization will improve organizational performance and can enhance harmony among the Indonesian Air Forces personnel. Therefore, the culture influences the OCB. This study uses 7 (seven) characteristics of values that correspond to the values that have been applied in the organization environment such as innovation and risk taking, attention to detail, orientation on benefits, orientation on people, team orientation, aggressiveness and stability. If the seven elements forming organizational culture is applied then it will change the behavior of Indonesian Air Forces personnel in the Jakarta and Bandung areas to be greater will the implementation of its obligations. The organizational culture of the Indonesian Air Forces personnel in the Jakarta and Bandung areas is anything related to the overall conception of the Indonesian Air Forces personnel which contains elements of philosophy or value system, the purpose of the Indonesian Air Forces personnel, the functions of the Indonesian Air Forces personnel, the duties and authorities, the Indonesian Air Force and the relations developed in the implementation of Indonesian Air Forces personnel duties in the jurisdiction of the Indonesian Air Forces personnel in the Jakarta and Bandung areas both with other agencies / stake

holders as well as relationships with the district community in accordance with the sociological conditions of the working district are explained by indirect influence. The direct influence of organizational culture on OCB and indirectly between organizational cultures on OCB% indicates that organizational culture has a weak influence directly on OCB.

The insignificant influence of organizational culture on OCB is stronger than its indirect influence through job satisfaction. It explains that the application of cultural values in the organization directly leads to OCB personnel behavior is not optimal. This is because the organizational culture of the Indonesian Air Forces personnel in Jakarta and Bandung which is an institution that has long been established and has a strong culture but not fully embedded fellow personnel. As organizational culture begins to form, practices are less likely to disseminate the acceptance of core values and ensure that the culture is maintained. The practice can explain the steps of socialization, such as adherence to the important values of the organization. These findings are not in line with the Three Layers organizational culture theory of Schein explaining the application of cultural values that lead to behavioral patterns including OCB. OCB behaviors that arise from the application of organizational cultural values formed from organizational culture indicators include innovation and risk taking, attention to detail, orientation to benefits, people orientation, team orientation, aggressiveness and stability. OCB is included as the behavior of Indonesian Air Force personnel arising from the implementation of organizational culture values in performing routine work and organizational tasks.

5.4. The Influence of Job Satisfaction on OCB (Organizational Citizenship Behavior)

The results of this study are consistent with the results of research Yoon and Suh (2003) found that job satisfaction has a significant influence on OCB. Recent research on the relationship between job satisfaction and OCB is Fotee and Tang research (2008), this study found that job satisfaction has a significant influence on OCB. Wan (2009) and Sambung (2011) stated that job satisfaction influences OCB Indonesian Air Forces personnel, organizational support is able to strengthen or weaken the relationship between job satisfaction to OCB so that job satisfaction has significant influence to OCB.

Based on SEM analysis calculation value and third hypothesis test that is job satisfaction have positive and significant influence to OCB obtained job satisfaction variable to OCB obtained beta value (β) equal to 0,473 with ρ-value equal to 0.000p. Since the significance value of t (ρ-value) is smaller than α (0,000 <0.05), the third hypothesis is accepted so it can be explained that the influence of job satisfaction had a positive and significant influence on OCB significant at alpha (α) = 0,05. This explains that the third hypothesis that job satisfaction has a significant influence on OCB is not proven.

This finding is in line with the Gap theory by Luthans (2006: 128) stating job satisfaction encourages the emergence of OCB because satisfied personnel will talk positively about the organization, helping other individuals and having good behavior. Similarly, the consistency of the gap theory where each individual has a desire with a variety of things that are not accepted in reality in accordance with expectations or not.

According to Locke in Luthans (2006: 128), the satisfaction and dissatisfaction felt by the individual is the difference or the gap between expectation and reality. Job Satisfaction of Indonesian Air Forces personnel in Jakarta and Bandung area in measuring their affective attitude toward work, job supervision, remuneration, salary, teamwork, work environment and promotion promotion. Satisfied Indonesian Air Forces personnel in Jakarta and Bandung areas will be more likely to speak positively about Indonesian Air Forces personnel organizations, the sensitivity of helping their colleagues and making their work performance beyond the normal estimate, moreover satisfied Indonesian Air Forces Personnel more adherent to call the task of Indonesian Air Forces personnel.

The results are also reinforced by the theory of social exchange which states that when the Indonesian Air Forces personnel are satisfied with their work, they will respond with behavior like OCB. Job satisfaction achieved by Indonesian Air Forces personnel in the Jakarta and Bandung areas based on the gap theory and social exchange theory shows that job satisfaction means that the conformity felt by Indonesian Air Forces personnel increases the OCB's behavior. There are Indonesian Air Forces personnel in Jakarta and Bandung who have mastered their work, have promising promotions in the future. This is why the Indonesian Air Forces personnel have no obstacles in promotion opportunities, dissatisfaction with the Indonesian Air Forces personnel control system, trust in leadership, and harmonious relationship with colleagues. Job satisfaction affects the OCB on Indonesian Air Forces personnel in Jakarta and Bandung areas, respondents' perceptions of promotional and supervisory opportunities receive attention from the leadership. Therefore, the leadership is expected to give attention and performance appraisal to Indonesian Air Forces personnel in an objective, honest and fair manner, especially related to promotion and supervision opportunity.

5.5. The Influence of Job Characteristic Factor to Satisfaction of Indonesian Air Forces Personnel in Jakarta and Bandung Area

The results of Nanan and Pukkeeree (2013) showed that job characteristics had a positive and significant influence on job satisfaction. It means that the higher job characteristics the higher the job satisfaction. These results are not in line with the results of research authors who found the results of research that the characteristics of work have a significant influence on job satisfaction.

The results of Ozbag and Ceyhun (2014), Chiu and Chen (2006) and Unuvar (2006) found that job characteristics did not had a positive and significant influence on job satisfaction. This is not in line with the results of research authors who showed that job characteristics have no significant influence on job satisfaction. Characteristics of the work of a Indonesian Air Forces personnel in Jakarta and Bandung area can improve job satisfaction of Indonesian Air Forces personnel in Jakarta and Bandung area. It means that the ability, skill, freedom, and feedback possessed by Indonesian Air Forces personnel in Jakarta and Bandung area are not able to improve job satisfaction of Indonesian Air Forces personnel in Jakarta and Bandung area.

Based on SEM analysis calculation value and fifth hypothesis test that is job characteristic have positive and significant influence to job satisfaction in this research hence fifth hypothesis accepted so can be explained that influence of job characteristic to job satisfaction significant at alpha level (α) = 0,05. This explains that the fifth hypothesis expressing job characteristics has a significant influence on job satisfaction, proven.

These findings are consistent in the opinion of Ting (1997) in which job characteristics, organizational characteristics and individual characteristics can affect job satisfaction. The characteristics of this work lead to a feeling of satisfaction expressed in the form of wage satisfaction, and career growth, career clarity, career clarity, job clarity, use of skills and task assignments.

5.6. The Influence of Personality Factor to Satisfaction of Personnel of Indonesian Air Forces Personnel in Jakarta and Bandung Area

The result of the analysis shows that personality have positive and significant influence to the job satisfaction of Indonesian Air Forces personnel. It shows that the sixth hypothesis which states that the better the personality of personnel will increase the job satisfaction of the acceptable personnel. Agreeable is the dominant indicator as a measure of personality. It means that agreeable is the most powerful indicator of forming personality variables. While the highest value occurs in openness to experience the results indicate the perception of respondents to openness to experience is good and positive. That is, in the Indonesian Air Forces personnel environment in the Jakarta area and Bandung personnel are given the freedom to be open and creative in completing their duties and responsibilities. Nevertheless the perception of personnel on the indicator of neuroticism has the lowest average score.

Neuroticism describes someone who has problems with negative emotions, such as worry, and discomfort. That is, personnel work is no longer filled with a sense of worry or discomfort. What factors will cause the inconvenience and worry that arise this should get the attention of the leadership of the Indonesian Air Forces Personnel

The results of the research are consistent with Eflina and Seniati (2007), finding that personality has an influence on job satisfaction in Indonesia. Personality becomes a predictor of job satisfaction of different types. Employees who have high personality with high extraversion such as easy to associate, assertive and joyful tend to have a high level of concern for colleagues, bosses and organizations hence tend to show high job satisfaction as well.

5.7. The Influence of Organization Culture Factor to Satisfaction of Personnel of Indonesian Air Forces Personnel in Jakarta and Bandung Area

The results of Sabri et.al (2011) found that organizational culture had a positive and significant influence on job satisfaction, the higher the organizational culture the higher the job satisfaction. This is in line with the results of research authors who show the results that organizational culture affect the job satisfaction. Based on calculation value of SEM analysis and first hypothesis test that is organizational culture have positive and significant influence to job satisfaction in this research, obtained value beta (β) equal to 0,551 with ρ-value equal to 0,000. Since the significance of t (ρ-value) is smaller than α (0,000 <0.05), the fourth hypothesis is accepted so that it can be explained that the influence of organizational culture on job satisfaction is significant at the level of alpha (α) = 0.05. This explains that the fourth hypothesis which expresses organizational culture has a significant influence on job satisfaction, is proven.

The result of the research is supported by the result of characteristic of personnel who generally have married status, mature/adult and most of Indonesian Air Forces personnel in Jakarta and Bandung area have been serving for long period of time. The result of respondent characteristic is one of the basic understanding of cultural values applied to Indonesian Air Forces personnel in Jakarta and Bandung area has been implemented correctly in routine work so that job satisfaction will be achieved. Mature age, married status and experience supported by long-term employment within the organization will become the basis of Indonesian Air Forces personnel more familiar with the cultural values that exist in the Indonesian Army Air Forces personnel in Jakarta and Bandung area

5.8. The Indirect Influence Of Factor Characteristics of Work on OCB Personnel Indonesian Air Forces Personnel in Jakarta and Bandung through Job Satisfaction

The results of Nanan and Pukkeeree (2013) showed that job characteristics positively affect the Organizational Citizen Behavior through job satisfaction. That means the better the characteristic of the work the better the OCB if job satisfaction is achieved. This is in line with the results of research authors who found that job characteristics have no direct positive and significant influence on OCB through job satisfaction.

The result of indirect job characteristic influence on OCB through job satisfaction is not calculated in this research because of the adopted trimming theorem where the significant paths are not calculated in the path between research variables. The result of data analysis shows that job characteristics have no significant influence on satisfaction and OCB hence indirect influence does not exist.

Chiu and Chen (2006) and Unuvar (2006) found that job characteristics did not had a positive and significant influence on OCB through job satisfaction. This is in line with the results of research authors who showed that job characteristics have no significant influenceon OCB through job satisfaction. Characteristic of a Indonesian Air Forces personnel in Jakarta and Bandung area can not increase OCB although job satisfaction of Indonesian Air Forces personnel in Jakarta and Bandung region is reached. This means that the ability, skills, freedom, and feedback possessed by Indonesian Air Forces personnel in Jakarta and Bandung areas are not able to improve OCB even though the satisfaction of Indonesian Air Forces personnel in Jakarta and Bandung has been fulfilled.

The results of this study are consistent with the results of Chiu and Chen (2005) Otmo (2012) studies which explain that the characteristics have no significant influence on OCB through job satisfaction. The existence of inconsistent results of job characteristics indirectly to OCB due to the implementation of job contextual responsibility to task task and job feedback that must be obtained can influence the behavior caused one of them OCB and the job satisfaction of personnel.

5.9. The Indirect Influence of Organization Culture Factor to OCB of Indonesian Air Forces Personnel in Jakarta and Bandung Region through Job Satisfaction

The results of Ebrahimpour (2011) study found that organizational culture can improve OCB if job satisfaction is achieved If the application of culture is done well it will cause job satisfaction so that later will increase OCB. This study is consistent with the opinion of Robbins (2003: 329) describes the relationship between, organizational culture that impact on job satisfaction of personnel formation of good work satisfaction generated if there is communication between all personnel to form internalization of a strong organizational culture and understood in accordance with organizational values which can lead to a positive perception among all levels of personnel to support and influence the climate of job satisfaction. The existence of job satisfaction will lead to OCB behavior arising from the application of organizational culture values formed from organizational culture indicators such as innovation and risk taking, attention to detail, orientation on benefits, people orientation, team orientation, aggressiveness and stability. This result is consistent with the Darmanto (2013) study which explains that organizational culture has a significant influence on OCB through job satisfaction.

6. Conclusions and Recommendations

Based on the result of the research, it can be concluded that 1) Personality partially proved to have negative and insignificant influence on job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung area; 2) Organizational culture is partially proved to have a positive and significant influence on the job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung; 3) Characteristics of work, personality and organizational culture together positively influence the job satisfaction of Indonesian Air Forces personnel at Jakarta and Bandung region; 4) Job characteristics negatively affect on OCB of Indonesian Air Forces personnel at Jakarta and Bandung region; 5) Personality positively affects the behavior of OCB of Indonesian Air Forces personnel at Jakarta and Bandung region; 6) Organizational culture had a positive influence on OCB of Indonesian Air Forces personnel at Jakarta and Bandung; 7) Satisfaction of personnel working in Indonesian Air Forces Personnel at Jakarta and Bandung region had a positive influence on the formation of OCB behavior of Indonesian Air Forces personnel at Jakarta and Bandung area; 8) Characteristics of work, personality of organizational culture and job satisfaction together positively affect the OCB of Indonesian Air Forces personnel at Jakarta and Bandung region.

The suggestions that can be given from this research, among others at Job satisfaction had a positive and significant impact on organizational citizenship behavior. The results of this study provide information that Indonesian Air Forces Personnel at Jakarta and Bandung region are satisfied in work will have a higher OCB; b) Provide an opportunity to improve the education of Indonesian Air Forces personnel in Jakarta and Bandung areas who still have high school graduates by establishing cooperation with universities in Jakarta and Bandung area so that having an improved mindset and knowledge will improve better understanding in improving knowledge, skill, ability, responsibility for tasks and the rolling of work will be able to be quickly understood and implemented optimally; 3) The Indonesian Air Forces Personnel at Jakarta and Bandung region can more socialize organizational culture with various alternative strategies that can be taken; 4) Subsequent research can add other variables, as OCB variables, g. work commitment, performance, transformational and transactional leadership style and others, In addition it can use other sampling techniques; 5) This research only focus on Indonesian Air Forces personnel at Jakarta and Bandung area so that there is still open opportunity to research in other Indonesian Air Forces personnel in order to be able to get result of wider research of its scope.

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