

# The Effect of Organizational Culture on Organizational Citizenship Behavior with Job Satisfaction as Mediating Variable

Organizational Culture  
on Organizational  
Citizenship Behavior

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## ABSTRACT

*In an era characterized by rapid technological advancement and escalating organizational complexity, fostering a supportive organizational culture is paramount to enhancing employee attitudes and behaviors that contribute to institutional effectiveness. This study aims to investigate whether job satisfaction mediates the relationship between organizational culture and organizational citizenship behavior. A quantitative approach utilizing a causal research design was employed, leveraging Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from 150 university lecturers in Serang City, Indonesia, via a structured questionnaire with Likert-scale measurements. The empirical findings reveal that organizational culture exerts a significant positive effect on both job satisfaction and organizational citizenship behavior, while job satisfaction concurrently influences organizational citizenship behavior in a significant positive manner. Moreover, job satisfaction is confirmed to partially mediate the relationship between organizational culture and organizational citizenship behavior, thereby indicating that a constructive culture fosters discretionary employee behaviors by means of heightened satisfaction. In conclusion, reinforcing organizational culture is crucial for elevating job satisfaction and cultivating extra-role behaviors, which ultimately enhance overall organizational performance and sustainability within higher education institutions.*

**Keywords:** Job Satisfaction, Organizational Citizenship Behavior, Organizational Culture, Organizational Performance.

## INTRODUCTION

In the contemporary era characterized by rapid technological advancement and accelerating globalization, cultivating high-quality human capital has emerged as a paramount strategic priority for organizations. Increasingly multifaceted challenges necessitate a profound emphasis on human resources as a pivotal driver of sustainable competitive advantage and operational excellence (Al-Khatib et al., 2022). Human resources are critical to organizational success, particularly within service-driven sectors where performance heavily relies upon service quality and workforce competence (Manalu, 2025; Nurhasanah et al., 2025). Furthermore, these resources are intrinsically linked to employee job satisfaction and overall service delivery outcomes (Gorzelay et al., 2021). Therefore, strategic human resource planning and systematic innovation are essential to bolster market competitiveness and optimize organizational performance (Al-Shamali et al., 2022; Alkhadra et al., 2023; Gencer et al., 2023).

Within corporate settings, organizational culture emerges as a foundational determinant shaping employee attitudes and behaviors. Specifically, organizational culture exerts a substantial influence on Organizational Citizenship Behavior (OCB), which is conceptualized as discretionary employee behavior that transcends formal job descriptions and contributes positively to institutional effectiveness (Kaur & Kang, 2021).

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A supportive organizational culture actively fosters knowledge sharing, mutual collaboration, and workforce engagement, all of which constitute critical antecedents to OCB (Urbini et al., 2023). Furthermore, empirical evidence demonstrates that distinct cultural attributes such as inclusivity, proactive leadership support, and a robust learning orientation play a pivotal role in augmenting OCB (Kayaalp et al., 2021). These collective insights suggest that organizational culture not only governs internal work dynamics but also actively stimulates extra-role behaviors that optimize overall organizational performance.

Organizational culture plays a critical role in shaping job satisfaction, particularly among educators and academic personnel. A substantial body of literature confirms that a robust and supportive culture positively influences job satisfaction and the overall workplace experience (Bolat & Korkmaz, 2021). Empirical evidence by Beuren et al. (2022) and Huang et al. (2024) indicates a positive relationship between organizational culture and job satisfaction, with self-efficacy acting as an underlying mediating mechanism. Moreover, organizational culture affects job performance both directly and indirectly through job satisfaction, thereby enhancing workforce satisfaction across various sectors, including higher education (Ferine et al., 2021; Gencer et al., 2023; Ugwu & Ejikeme, 2023). However, this relationship remains complex, as culture may concurrently moderate employees' perceptions of organizational initiatives (Fernandes et al., 2023). Leadership further reinforces this dynamic, with ethical leadership fostering a supportive environment that elevates satisfaction (Alkhadra et al., 2023). Conversely, a bureaucratic culture can diminish satisfaction and organizational commitment, underscoring the necessity for a collaborative and empowering work environment (Rwothumio et al., 2021; Mutonyi et al., 2022).

Notwithstanding the expanding body of literature surrounding organizational culture, job satisfaction, and OCB, a salient research gap persists regarding the integrative mechanism connecting these variables, particularly within the context of educational institutions. Prior studies have predominantly focused on the direct effects of organizational culture on both job satisfaction and OCB, whereas limited empirical attention has been devoted to examining the mediating role of job satisfaction in explaining the underlying relationship between organizational culture and OCB. Furthermore, inconsistencies within empirical findings concerning the magnitude and direction of these relationships underscore the necessity for further investigation (Saleh & Atan, 2021; Obeng et al., 2024). This theoretical gap suggests that the psychological mechanisms linking organizational culture to discretionary workforce behavior remain insufficiently understood, especially when accounting for contextual factors such as trust, team involvement, and organizational alignment (Huang et al., 2024).

This study offers a distinct novelty by proposing and empirically validating a comprehensive conceptual model that positions job satisfaction as a critical mediating variable within the relationship between organizational culture and OCB. By integrating these three constructs into a unified analytical framework, this investigation provides a more holistic understanding of how organizational culture translates into positive workforce behaviors through affective and attitudinal mechanisms. Furthermore, the empirical focus on the higher education sector represents a significant contribution, given the paramount role of organizational culture in enhancing service quality and driving overall institutional effectiveness. The primary objective of this study is to examine whether job satisfaction mediates the relationship between organizational culture and organizational citizenship behavior. The results provide valuable insights for educational leaders and institutional administrators in formulating targeted strategies to foster a supportive organizational culture, elevate job satisfaction, and cultivate extra-role behaviors that ultimately optimize organizational performance and institutional sustainability.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Job satisfaction exerts a pivotal influence on Organizational Citizenship Behavior (OCB), given that employees who experience elevated levels of satisfaction are inherently more inclined to engage in discretionary behaviors that transcend their formal occupational responsibilities. Prior research by Kayaalp et al. (2021) indicates that job satisfaction robustly enhances intrinsic motivation, affective commitment, and a psychological sense of belonging, all of which augment employees' willingness to advance organizational objectives and assist colleagues. Individuals experiencing high job satisfaction tend to demonstrate cooperative attitudes, altruistic tendencies, and proactive involvement in institutional activities, which constitute foundational dimensions of organizational citizenship behavior. Furthermore, job satisfaction fosters a positive psychological state by mitigating workplace stress and enhancing emotional stability, thereby enabling workforce members to participate more actively in voluntary behaviors that benefit the broader organization (Casu et al., 2021).

Furthermore, job satisfaction reinforces employees' organizational attachment and psychological commitment, thereby encouraging them to contribute beyond formal expectations. Workers who perceive themselves as valued, recognized, and professionally fulfilled exhibit a greater inclination to assist colleagues, share critical knowledge, and support broader organizational initiatives without being formally mandated to do so. This phenomenon indicates that job satisfaction not only enhances individual well-being but also optimizes institutional effectiveness by cultivating a highly collaborative and supportive workplace climate (Dabić, 2023; Comlek, 2025). Consequently, elevating job satisfaction constitutes an essential strategy for promoting discretionary workforce behaviors that drive long-term organizational success.

H1: Job satisfaction has a positive effect on organizational citizenship behavior.

### **The Effect of Organizational Culture on Job Satisfaction**

Organizational culture serves as a foundational determinant of job satisfaction, given that it actively shapes employee perceptions, workplace attitudes, and overall experiences within the institutional environment. A supportive and adaptive organizational culture fosters a workplace climate characterized by mutual trust, collaboration, transparent communication, and merit recognition, all of which significantly enhance workforce satisfaction (Aggarwal, 2024). Empirical investigations by Bakotić and Bulog (2021) demonstrated that cultural frameworks emphasizing operational flexibility and authentic leadership practices contribute to elevated levels of job satisfaction by cultivating psychological safety and a profound sense of belonging among personnel. Within such constructive environments, employees exhibit greater comfort in expressing innovative ideas and engaging in meaningful work, which subsequently exerts a positive effect on their overall job satisfaction.

Moreover, empirical evidence by Arghode et al. (2022) confirms that organizational culture directly influences job satisfaction by promoting workforce motivation, professional engagement, and emotional well-being. Personnel who perceive their organizational culture as positive and supportive are inherently more likely to feel valued and appreciated, leading to heightened morale and significantly diminished turnover intentions. A conducive organizational culture also mitigates occupational fatigue and absenteeism, thereby reinforcing employees' institutional commitment and overall satisfaction (Crucke et al., 2022). Consequently, the alignment between organizational values and employee expectations plays a crucial role in enhancing satisfaction levels and optimizing overall organizational performance.

H2: Organizational culture has a positive effect on job satisfaction.

### **The Effect of Organizational Culture on Organizational Citizenship Behavior**

Organizational culture significantly influences organizational citizenship behavior by shaping behavioral norms, shared values, and interpersonal interactions within the workplace. A robust and positive organizational culture fosters employee motivation, institutional commitment, and a psychological sense of belonging, all of which constitute key drivers of voluntary workforce behaviors that extend beyond formal occupational requirements (Krajcsák & Kozák, 2022). Empirical research by Al-Madadha et al. (2021) indicates that personnel operating within a supportive and value-driven cultural environment exhibit a greater likelihood to engage in behaviors that exceed formal expectations, thereby contributing to overall organizational effectiveness and performance. Such pro-social behaviors encapsulate assisting colleagues, actively participating in institutional initiatives, and demonstrating organizational loyalty.

Furthermore, organizational culture enhances OCB through psychological mechanisms such as heightened organizational commitment and shared ethical values. A corporate culture that actively promotes Corporate Social Responsibility (CSR) and collective values reinforces employees' organizational identification, thereby encouraging them to contribute voluntarily to institutional success (Hooi et al., 2022; Scaliza et al., 2022). In addition, sustainability-oriented cultures have been empirically demonstrated to foster environmentally responsible behaviors, highlighting the far-reaching influence of cultural values on workforce actions (Muisyo et al., 2022). These collective findings emphasize that cultivating a positive organizational culture is imperative for stimulating proactive, cooperative, and innovative employee behaviors that systematically advance organizational goals.

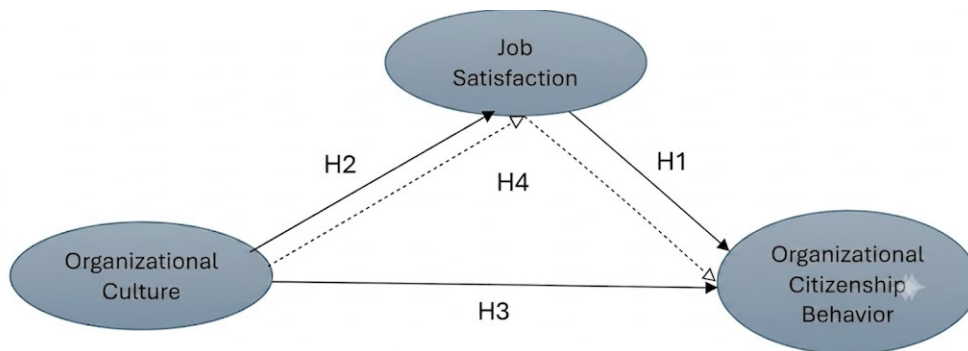
H3: Organizational culture has a positive effect on organizational citizenship behavior.

### **The Effect of Job Satisfaction as a Mediating Variable**

Job satisfaction serves as a crucial mediating variable within the relationship between organizational culture and Organizational Citizenship Behavior (OCB). Organizational culture directly influences job satisfaction by cultivating a supportive, engaging, and value-driven workplace climate, which concurrently enhances employees' propensity to engage in voluntary behaviors that benefit the institution (Camacho et al., 2024). A positive organizational culture fosters elevated levels of satisfaction, which subsequently reinforces workforce motivation, institutional commitment, and affective attachment, ultimately culminating in heightened organizational citizenship behavior.

Moreover, the mediating role of job satisfaction has been widely validated in empirical studies, indicating that organizational culture indirectly affects employee behavior through the channel of satisfaction. Leadership practices and organizational values play a substantial role in shaping job satisfaction, which ultimately influences workforce performance and behavioral outcomes (Bakotić & Bulog, 2021; Alkhodary, 2023). Job satisfaction is widely recognized as a pivotal predictor of workplace dynamics, effectively linking macro-organizational factors to improved performance and engagement (Urbini et al., 2023). This synthesis suggests that job satisfaction functions as a critical bridge connecting organizational culture to organizational citizenship behavior. Consequently, organizations should prioritize fostering a supportive culture that enhances job satisfaction to maximize positive employee behaviors and secure sustainable organizational success.

H4: Job satisfaction mediates the effect of organizational culture on organizational citizenship behavior.



**Figure 1.** Conceptual Framework

Figure 1 illustrates the conceptual framework of this study, which delineates the interconnected relationships among organizational culture, job satisfaction, and Organizational Citizenship Behavior (OCB). Organizational culture is hypothesized to exert a direct positive effect on both job satisfaction and OCB, while job satisfaction is concurrently proposed to directly influence OCB. Furthermore, job satisfaction functions as a critical mediating variable within the relationship between organizational culture and OCB, thereby indicating that a supportive organizational culture can stimulate discretionary workforce behavior through the channel of heightened job satisfaction.

## RESEARCH METHODS

This study adopts a rigorous quantitative approach coupled with a causal research design aimed at elucidating the precise cause-and-effect relationships among the constructs under investigation. The empirical research model is formulated utilizing the Partial Least Squares Structural Equation Modeling (PLS-SEM) framework. A primary focus of this investigation is to scrutinize the complex mediating pathways operating within the intervariable relationships. Consequently, the research design is systematically structured to differentiate and quantify both the direct and indirect effects within the proposed conceptual model.

The constructs scrutinized in this study encapsulate organizational culture as the exogenous independent variable, lecturer job satisfaction operating concurrently as an endogenous and mediating variable, and organizational citizenship behavior as the primary endogenous dependent variable. These latent variables are operationalized utilizing measurement indicators adapted from validated prior literature. In total, 15 distinct indicators are employed to comprehensively capture the core dimensions of organizational culture, job satisfaction, and OCB. Consequently, each indicator is measured through tailored questionnaire items that precisely reflect the underlying dimensions of the respective constructs.

The target population of this study comprises all academic lecturers across universities in Serang City, Banten Province, encompassing a total of 1,298 individuals. To determine an adequate sample size, this investigation employs an indicator-based sampling approach, which dictates that the minimum sample size should range between five and ten times the total number of measurement indicators. Given the deployment of 15 indicators in this research, a total sample of 150 respondents was systematically selected. Primary data collection was executed utilizing a highly structured questionnaire operationalized via a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Statistical data analysis is executed utilizing SmartPLS version 4 software. The analytical procedure encompasses two distinct sequential stages: evaluation of the measurement model (outer model) and assessment of the structural model (inner model). Construct validity and reliability are rigorously evaluated through indicators including factor loadings, Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), whereas the model's explanatory power is quantified using the R-squared coefficient. Additionally, a non-parametric bootstrapping technique is deployed

to empirically test the significance of both the direct and indirect effects operating among the constructs within the conceptual framework.

**RESULTS**

Within the context of structural model evaluation, it is imperative to rigorously analyze outer loadings using Partial Least Squares Structural Equation Modeling (PLS-SEM), which fundamentally bifurcates into the assessment of measurement models (outer models) and structural models (inner models) (Mukid et al., 2022). The measurement models scrutinize the conceptual relationships between latent constructs and their respective observed indicators, whereas the structural models explore the underlying paths and interrelationships among those latent variables. To ensure robust construct validity, the outer loading for each indicator is theoretically expected to exceed the established threshold of 0.70, as systematically delineated in Figure 2.

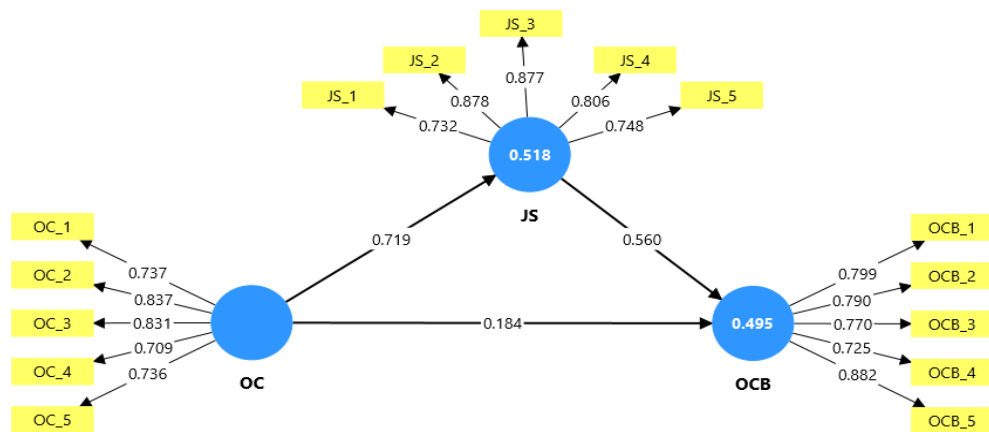


Figure 2. Convergent Validity

Figure 2 indicates that each indicator achieves the expected factor validity threshold of >0.70, suggesting that this study meets the factor validity requirements. The measurement criteria for outer model analysis generally include an outer loading value greater than 0.70, as well as composite reliability and Cronbach’s alpha values that must both be ≥0.70, and an AVE value of ≥0.50 to ensure construct validity and reliability (Zulkifli et al., 2022). The high outer loading values demonstrate strong indicator reliability, which is essential for robust SEM-PLS applications (Kock, 2024). Furthermore, the results support internal consistency reliability, thereby enhancing the credibility of the measurement model. The cross-loading results are presented in Table 1.

Table 1. Cross Loading and Reliability

Variable	Items	JS	OC	OCB	Cronbach’s Alpha	CR	AVE
Job Satisfaction (JS)	JS1	0.732	0.528	0.522	0.867	0.905	0.657
	JS2	0.878	0.603	0.536			
	JS3	0.877	0.596	0.549			
	JS4	0.806	0.609	0.660			
	JS5	0.748	0.569	0.520			
Organizational Culture (OC)	OC1	0.521	0.737	0.453	0.829	0.880	0.596
	OC2	0.573	0.837	0.458			
	OC3	0.561	0.831	0.383			
	OC4	0.483	0.709	0.505			
	OC5	0.604	0.736	0.433			
Organizational Citizenship Behavior (OCB)	OCB1	0.526	0.475	0.799	0.853	0.895	0.632
	OCB2	0.512	0.458	0.790			
	OCB3	0.479	0.373	0.770			
	OCB4	0.613	0.486	0.725			
	OCB5	0.604	0.535	0.882			

In addition to evaluating outer loadings, establishing discriminant validity constitutes another imperative dimension of measurement model assessment. It is critical to emphasize that this psychometric property ensures that each latent construct is empirically distinct from the others. Statistical metrics such as cross-loading analysis and the Fornell-Larcker criterion are deployed to validate these requirements, thereby confirming that the variance of each construct shares a higher correlation with its assigned indicators than with any other constructs within the model (Schuberth et al., 2023).

Table 2. Fornell-Larcker Validity Discriminant

Variable	Job Satisfaction	Organizational Culture	Organizational Citizenship Behavior
Job Satisfaction	0.810		
Organizational Culture	0.719	0.772	
Organizational Citizenship Behavior	0.692	0.587	0.795

The Fornell-Larcker discriminant validity results are shown in Table 2, which shows that every construct satisfies the necessary requirements. Compared to their corresponding relationships with other dimensions, the square root of AVE for job satisfaction is 0.810, organizational culture is 0.772, and organizational citizenship behavior is 0.795, respectively. There are correlations between job satisfaction and organizational culture of 0.719 and 0.692, respectively, and between organizational culture and organizational citizenship behavior of 0.587. Because each construct shares more variation with its own indicators than with other constructs in the model, these results verify that each construct has sufficient discriminant validity.

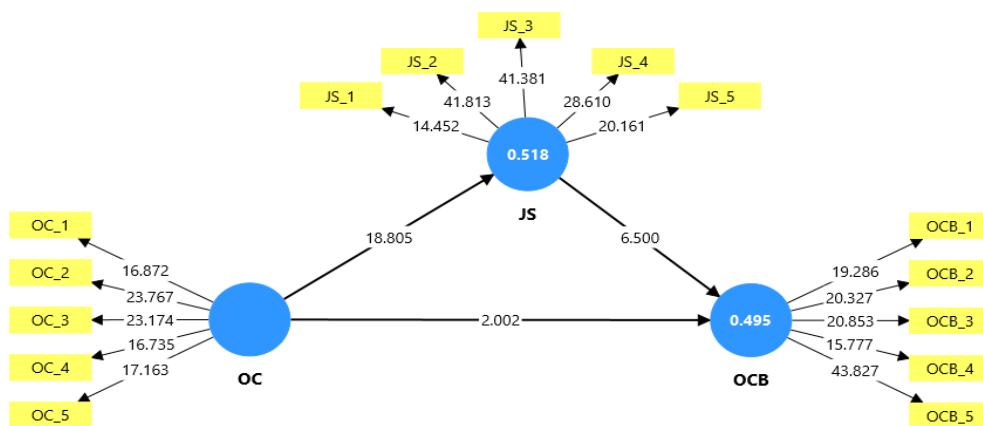


Figure 3. Bootstrapping Test

The structural model findings, together with each endogenous variable's coefficient of determination ( $R^2$ ), are shown in Figure 3. The work satisfaction R square value is 0.518, meaning that organizational culture accounts for 51.8% of its variance. In contrast, organizational citizenship behavior's R square value is 0.495, indicating that work satisfaction and organizational culture together account for 49.5% of its variance. Given that the predictor variables in the model adequately explain both constructs, these values imply that the model has moderate explanatory power.

Table 3. Direct and Indirect Effect Test

Variable	Original Sample	t-statistic	p-value
Job Satisfaction → Organizational Citizenship Behavior	0.560	6.500	0.000
Organizational Culture → Job Satisfaction	0.719	18.805	0.000
Organizational Culture → Organizational Citizenship Behavior	0.184	2.002	0.045
Organizational Culture → Job Satisfaction → Organizational Citizenship Behavior	0.403	6.013	0.000

Table 3 presents the results of the direct and indirect relationships among the variables in the proposed model. The findings demonstrate that job satisfaction has a significant positive impact on organizational citizenship behavior ( $\beta = 0.560$ ;  $t = 6.500$ ;  $p < 0.001$ ), indicating that increased job satisfaction promotes higher levels of OCB. Additionally, organizational culture significantly and positively affects job satisfaction ( $\beta = 0.719$ ;  $t = 18.805$ ;  $p < 0.001$ ). Organizational culture also shows a direct positive influence on organizational citizenship behavior ( $\beta = 0.184$ ;  $t = 2.002$ ;  $p = 0.045$ ), although the effect size is comparatively weaker. Furthermore, the indirect effect of organizational culture on organizational citizenship behavior through job satisfaction is statistically significant ( $\beta = 0.403$ ;  $t = 6.013$ ;  $p < 0.001$ ), confirming that job satisfaction functions as a significant mediating variable in the association between organizational culture and OCB.

## **DISCUSSION**

This study demonstrates that organizational culture exerts a positive and statistically significant effect on OCB. Elucidating the relationship between organizational culture and OCB is paramount for comprehending workforce dynamics and optimizing overall workplace effectiveness. Organizational culture can systematically shape OCB through various underlying psychological mechanisms, such as institutional commitment and job satisfaction (Camacho et al., 2024). Accumulating empirical evidence by Fernandes et al. (2023) indicates that a positive organizational culture fosters a supportive workplace climate that naturally stimulates the manifestation of extra-role behaviors. This synthesis suggests that deep-seated organizational values and environments incentivize employees to act more proactively and assist their colleagues, thereby systematically enhancing both team cohesion and macro-organizational performance.

The second finding confirms that organizational culture significantly influences job satisfaction. This finding is consistent with the study conducted by Alkhodary (2023), which emphasized that organizational culture plays a crucial role in shaping employee satisfaction through various strategic dimensions. Supportive institutional values and collective beliefs, such as mutual collaboration and professional recognition, substantially enhance employee satisfaction. A comfortable and supportive work environment directly contributes to higher levels of psychological well-being and job satisfaction among employees. In addition, open and transparent communication channels ensure that employees feel genuinely valued and heard. Organizations that prioritize career development and continuous learning demonstrate a tangible commitment to employee growth, which subsequently increases job satisfaction. This finding is further supported by the study of Seo and Lee (2021), who argued that maintaining a healthy work-life balance can reduce occupational stress and systematically improve overall job satisfaction.

The third finding demonstrates that job satisfaction significantly influences OCB. This finding is consistent with the study conducted by Kayaalp et al. (2021), which revealed that this relationship is intrinsically linked to employees' intrinsic motivation to contribute, as satisfied individuals exhibit a greater propensity to engage in discretionary behaviors, assist colleagues, and actively participate in institutional initiatives beyond their formal occupational responsibilities. Elevated job satisfaction also strengthens employees' affective attachment to the organization, thereby encouraging the consistent display of pro-social behaviors. In addition, reduced stress levels among satisfied employees foster a more collaborative work environment and improve the overall quality of interpersonal workplace relationships. This finding is further supported by the studies of Casu et al. (2021) and Tran (2023), who argued that employees who feel genuinely valued through organizational recognition and reward systems are more likely to engage in voluntary actions that support broader organizational objectives.

The fourth finding demonstrates that job satisfaction significantly mediates the relationship between organizational culture and OCB. In this regard, job satisfaction functions as an underlying psychological mechanism that bridges the relationship between the two variables. This finding is consistent with the study conducted by Bakotić

and Bulog (2021), which stated that a positive organizational culture that actively promotes institutional core values, such as teamwork and professional recognition, tends to significantly enhance employee job satisfaction. Employees who experience higher levels of job satisfaction are intrinsically motivated to contribute voluntarily within the workplace. Ultimately, employees who are satisfied with their work environment demonstrate a greater propensity to exhibit OCB, reflected in prosocial behaviors such as assisting colleagues and actively participating in organizational initiatives. This finding is further supported by the studies of Dewi et al. (2021) and Kadam et al. (2021), who explained that a supportive organizational culture can enhance job satisfaction, which subsequently encourages the emergence of employees' discretionary behaviors.

## **CONCLUSION**

This study concludes that organizational culture exerts a positive and statistically significant effect on both job satisfaction and OCB, while job satisfaction concurrently influences OCB in a significant manner. Furthermore, empirical evidence confirms that job satisfaction successfully mediates the relationship between organizational culture and OCB, thereby indicating that a supportive workplace culture enhances occupational satisfaction, which subsequently promotes employees' discretionary behaviors. These findings imply that higher education institutions should strategically prioritize the cultivation of a collaborative, supportive, and value-driven organizational culture to maximize lecturers' job satisfaction and incentivize behaviors that extend beyond formal occupational responsibilities. In practice, strengthening institutional communication channels, optimizing reward systems, and expanding career advancement initiatives can serve as highly effective managerial strategies to elevate both personnel satisfaction and macro-organizational performance.

Acknowledgable limitations, however, persist within this study. Primarily, the empirical scope, which is strictly confined to higher education institutions in Serang City, may constrain the broader generalizability of the findings to diverse geographic or institutional contexts. Furthermore, the reliance on a cross-sectional research design alongside self-reported questionnaires might induce common method variance or subjective biases, thereby restricting definitive causal interpretations over time. Future avenues of research are strongly encouraged to expand the geographical and sectoral scope, deploy rigorous longitudinal designs, and integrate complementary variables such as leadership styles, institutional commitment, or work engagement to further enrich the structural model. Future investigations could also profitably adopt mixed-methods approaches to extract more comprehensive, nuanced insights and reinforce the overall methodological robustness of the empirical outcomes.

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