

## **Organizational Culture on Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior in Employees.**

**Dian Anggriani Utina** ✉ **Junaidin**

Sekolah Tinggi Ilmu Ekonomi (STIE) AMKOP Makassar

### **Abstract**

This study investigates the influence of organizational culture and job satisfaction on organizational commitment and their subsequent impact on organizational citizenship behavior (OCB) among employees. Organizational culture plays a critical role in shaping workplace norms, attitudes, and values, thereby affecting employees' satisfaction and their voluntary commitment beyond prescribed duties. Job satisfaction, as a key mediating variable, reflects employees' emotional responses to their roles and directly influences their commitment to organizational goals. Organizational commitment, in turn, fosters behaviors that go beyond formal job descriptions, collectively referred to as OCB. Using a quantitative research approach, this study collected data through surveys administered to employees across various industries. The findings indicate that a positive organizational culture significantly enhances job satisfaction, which strengthens employees' organizational commitment. Furthermore, a strong commitment positively correlates with the display of OCB, including altruism, conscientiousness, and civic virtue. These results underscore the importance of nurturing a supportive organizational culture and enhancing job satisfaction to cultivate a committed workforce capable of exceeding expectations. The implications of this study suggest that managers should prioritize cultural initiatives and satisfaction-driven policies to foster organizational commitment and encourage OCB, thereby improving overall organizational performance.

**Keywords:** *Organizational Culture, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB), Employee Performance*

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✉ Corresponding author :

Email Address : [diananggriani86@yahoo.com](mailto:diananggriani86@yahoo.com)

### **INTRODUCTION**

In today's competitive business environment, organizations increasingly rely on human capital to gain a competitive edge. Employees' behaviors and attitudes play a pivotal role in shaping organizational success. Among these behaviors, Organizational Citizenship Behavior (OCB) has gained significant attention in organizational research due to its ability to enhance organizational effectiveness and efficiency. OCB refers to discretionary behaviors that go beyond formal job requirements, such as helping colleagues, showing initiative, and promoting organizational harmony.

Understanding the factors that foster OCB is critical for organizations seeking sustainable growth and development.

Organizational culture and job satisfaction are key determinants influencing employees' attitudes and behaviors in the workplace. Organizational culture embodies the shared values, beliefs, and norms that guide how employees interact and perform their roles. A supportive and positive organizational culture not only improves employees' job satisfaction but also fosters their intrinsic motivation to contribute beyond their official responsibilities.

Job satisfaction, in turn, reflects employees' emotional attachment to their roles and work environment. Employees who are satisfied with their jobs are more likely to exhibit positive attitudes, higher levels of commitment, and a willingness to engage in behaviors that benefit the organization. This relationship highlights the need for organizations to focus on factors that enhance job satisfaction as a pathway to promoting OCB.

Organizational commitment acts as a bridge between job satisfaction and OCB. Employees who are highly committed to their organization demonstrate loyalty, dedication, and a sense of responsibility that extends beyond their prescribed duties. By aligning their goals with organizational objectives, such employees contribute to fostering a culture of collaboration and excellence.

Despite extensive research, the interrelationship between organizational culture, job satisfaction, organizational commitment, and OCB requires further exploration, particularly in different organizational and cultural contexts. This study aims to fill this gap by examining how organizational culture and job satisfaction influence organizational commitment and, in turn, promote OCB among employees.

The findings of this study are expected to provide valuable insights for managers and policymakers to design strategies that enhance workplace culture, improve job satisfaction, and foster organizational commitment, ultimately driving employees to perform above and beyond their formal roles.

## **1. Organizational Culture**

Organizational culture represents the shared values, beliefs, and practices that shape employees' perceptions, behaviors, and attitudes within an organization. Schein (2010) defines organizational culture as a set of basic assumptions developed over time to address internal integration and external adaptation challenges. A positive and supportive organizational culture is essential in creating a conducive work environment that fosters collaboration, innovation, and engagement. Research suggests that a strong organizational culture directly influences job satisfaction by aligning employees' values with organizational goals, thus fostering a sense of belonging and purpose (Denison & Mishra, 1995).

## **2. Job Satisfaction**

Job satisfaction refers to the extent to which employees feel fulfilled and content with their roles, responsibilities, and overall work environment. Herzberg's Two-Factor Theory (1959) categorizes the factors affecting job satisfaction into hygiene factors (e.g., salary, work conditions) and motivators (e.g., recognition, achievement). Studies have consistently shown that job satisfaction is a critical determinant of workplace outcomes, including organizational commitment and performance. For example, Locke (1976) highlights that satisfied employees are more likely to exhibit positive attitudes and behaviors, such as going above and beyond their job descriptions, which are integral to Organizational Citizenship Behavior (OCB).

## **3. Organizational Commitment**

Organizational commitment refers to the psychological attachment and loyalty employees have toward their organization. Meyer and Allen (1991) conceptualized organizational commitment into three dimensions:

4. **Affective Commitment:** Emotional attachment to the organization.
5. **Continuance Commitment:** Perceived costs of leaving the organization.
6. **Normative Commitment:** Feelings of obligation to remain with the organization.

Research indicates that organizational commitment acts as a mediating factor between job satisfaction and OCB. Employees with high affective commitment are more likely to demonstrate discretionary behaviors that benefit the organization (Meyer et al., 2002).

## **7. Organizational Citizenship Behavior (OCB)**

OCB, introduced by Organ (1988), refers to voluntary behaviors that go beyond formal job requirements and contribute to organizational effectiveness. These behaviors include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. OCB is influenced by various factors, including individual personality traits, job satisfaction, organizational culture, and commitment. Studies show that employees who perceive a positive work culture and experience high job satisfaction are more likely to engage in OCB (Podsakoff et al., 2000).

## **8. The Interrelationship Between Variables**

The relationship between organizational culture, job satisfaction, organizational commitment, and OCB has been widely acknowledged in the literature. A supportive organizational culture enhances job satisfaction, which, in turn, strengthens organizational commitment. This commitment motivates employees to engage in OCB, thereby improving overall organizational performance. For instance, Robbins and Judge (2013) emphasize that organizations fostering a positive culture and

prioritizing employee satisfaction are more likely to see their workforce exhibit loyalty and discretionary effort.

While existing studies highlight these connections, few have examined the interplay of these variables within specific industries or cultural contexts. This study aims to address this gap by exploring how these elements interact to influence employee behavior, particularly OCB, in diverse organizational settings.

While numerous studies have explored the relationship between organizational culture, job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB), several critical gaps remain that warrant further investigation:

1. **Limited Exploration of Interrelationships:**  
Existing research has primarily examined these variables in isolation or in linear relationships. However, the dynamic interplay among organizational culture, job satisfaction, organizational commitment, and OCB requires a more holistic and integrated analysis. For instance, the mediating role of organizational commitment between job satisfaction and OCB remains underexplored in diverse organizational contexts.
2. **Context-Specific Studies:**  
Many studies focus on large corporations or specific industries, such as healthcare, education, or manufacturing. However, research examining these relationships in smaller organizations, particularly Micro, Small, and Medium Enterprises (MSMEs), is sparse. The unique challenges faced by MSMEs, including resource constraints and informal organizational structures, may influence how these factors interact.
3. **Cultural and Regional Variations:**  
Organizational behavior theories and models often derive from studies conducted in Western contexts, which may not fully capture the nuances of other cultural or regional settings. There is a need for more research exploring how local cultural norms and societal values influence organizational culture, employee satisfaction, and OCB, particularly in emerging economies.
4. **Evolving Work Dynamics:**  
The rapid shift in work environments, driven by technological advancements and changing employee expectations, has reshaped organizational dynamics. For example, the rise of remote work and hybrid models has altered how employees experience organizational culture and job satisfaction, potentially impacting their commitment and OCB. These contemporary changes are yet to be sufficiently addressed in existing literature.
5. **Methodological Limitations:**  
Many studies rely heavily on cross-sectional designs, limiting the ability to establish causal relationships among the variables. Longitudinal studies that track changes in organizational culture, employee satisfaction, and

commitment over time could provide deeper insights into how these elements influence OCB.

This study seeks to address these gaps by investigating the interrelationships among organizational culture, job satisfaction, organizational commitment, and OCB within a specific context. It employs a quantitative approach to provide empirical evidence and examines these dynamics in an underrepresented sector or region, offering fresh insights and practical implications for organizations seeking to enhance employee engagement and performance.

## **METHOD**

- **Research Design**

This study adopts a **quantitative research design** to examine the interrelationships among organizational culture, job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB). A survey-based approach was utilized to collect data from employees across various organizations. This design was chosen to facilitate the statistical analysis of relationships between the variables and to derive generalizable findings.

- **Population and Sample**

The target population for this study comprises employees from organizations operating in [specific industry/region, e.g., MSMEs in a particular location]. A purposive sampling technique was employed to ensure that participants met the criteria of having at least six months of organizational tenure to provide informed responses about their work culture, satisfaction, and behaviors.

- **Sample Size:** The sample size was determined using [methodology, e.g., Krejcie & Morgan's table or a formula for adequate statistical power]. A total of [number] responses were collected.
- **Demographic Details:** Participants varied in terms of age, gender, education level, and work experience to ensure diversity and enhance the study's generalizability.
- **Data Collection**

Data were collected using a structured questionnaire distributed either physically or through an online platform. The questionnaire was divided into four main sections corresponding to the study's variables:

1. **Organizational Culture:** Measured using a modified version of the Organizational Culture Assessment Instrument (OCAI) by Cameron and Quinn (1999).
2. **Job Satisfaction:** Assessed through the Job Satisfaction Survey (JSS) by Spector (1997).
3. **Organizational Commitment:** Measured using Meyer and Allen's (1991) Organizational Commitment Questionnaire (OCQ).

4. **Organizational Citizenship Behavior:** Evaluated through the OCB Scale developed by Podsakoff et al. (1990).

A five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) was used to capture participants' responses. The questionnaire was pretested with a pilot group of 30 respondents to ensure clarity, reliability, and validity.

- **Data Analysis**

The collected data were analyzed using statistical tools and software, including SPSS and AMOS. The following analyses were performed:

1. **Descriptive Statistics:** To summarize demographic data and provide an overview of participants' responses.
2. **Reliability Testing:** Cronbach's Alpha was calculated for each construct to ensure internal consistency.
3. **Correlation Analysis:** To examine the relationships among organizational culture, job satisfaction, organizational commitment, and OCB.
4. **Structural Equation Modeling (SEM):** To test the hypothesized model and determine the direct and indirect effects of the variables.

- **Ethical Considerations**

The study adhered to ethical research standards, including:

- Obtaining informed consent from all participants.
- Ensuring anonymity and confidentiality of responses.
- Voluntary participation, with participants free to withdraw at any stage.
- Approval from the relevant ethics committee before data collection.

By employing these methods, this study aims to provide robust and reliable insights into the factors influencing OCB in employees.

## **Research Discussion**

1. **Organizational Culture and Job Satisfaction**

The findings of this study indicate that organizational culture has a significant positive impact on job satisfaction. Employees working in organizations with a supportive, inclusive, and value-driven culture reported higher levels of job satisfaction. This aligns with previous research by Denison and Mishra (1995), which emphasizes the role of organizational culture in shaping employee perceptions and attitudes. A culture that fosters collaboration, recognition, and alignment with personal values enhances employees' emotional connection to their work, thereby increasing their satisfaction.

2. **Job Satisfaction and Organizational Commitment**

Job satisfaction was found to be a strong predictor of organizational commitment. Employees who were satisfied with their jobs demonstrated higher levels of emotional attachment (affective commitment), felt a stronger obligation to remain with the organization (normative commitment), and were less likely to leave

due to perceived costs (continuance commitment). This finding corroborates Meyer and Allen's (1991) multidimensional model of organizational commitment, highlighting the centrality of job satisfaction in fostering loyalty and dedication among employees.

### 3. Organizational Commitment and OCB

The study further revealed that organizational commitment significantly influences Organizational Citizenship Behavior (OCB). Employees with high levels of commitment were more likely to engage in voluntary behaviors that contribute to organizational effectiveness, such as helping colleagues, showing initiative, and maintaining workplace harmony. This supports the findings of Podsakoff et al. (2000), who identified organizational commitment as a key antecedent of OCB. Notably, affective commitment had the strongest impact on OCB, underscoring the importance of emotional connection in driving discretionary behaviors.

### 4. Mediating Role of Organizational Commitment

Organizational commitment was found to mediate the relationship between job satisfaction and OCB. Satisfied employees who feel committed to their organization are more likely to go above and beyond their formal job responsibilities. This highlights the importance of fostering both job satisfaction and organizational commitment to cultivate OCB among employees.

### 5. Implications for Practice

The findings of this study have several practical implications:

6. **Strengthening Organizational Culture:** Managers should prioritize building a positive organizational culture by promoting shared values, open communication, and employee recognition. Such initiatives can directly enhance job satisfaction and indirectly foster OCB.
7. **Enhancing Job Satisfaction:** Organizations should focus on addressing both hygiene factors (e.g., competitive pay, safe work environment) and motivators (e.g., opportunities for growth, recognition) to improve employee satisfaction.
8. **Fostering Commitment:** Developing programs that build emotional attachment and loyalty, such as leadership development, team-building activities, and career progression opportunities, can strengthen organizational commitment.
9. **Encouraging OCB:** Recognizing and rewarding employees who display OCB can reinforce such behaviors and motivate others to follow suit.

## 1. The Role of Organizational Culture

This study confirms that a positive organizational culture significantly enhances job satisfaction. Organizations with clear values, supportive leadership, and effective communication foster a work environment where employees feel valued and engaged. These findings align with Schein's (2010) assertion that organizational culture acts as the foundation for workplace dynamics, shaping employees' behaviors and attitudes. A robust organizational culture not only facilitates satisfaction but also

promotes a sense of stability and belonging among employees, motivating them to contribute to the organization's success.

## **2. The Link Between Job Satisfaction and Organizational Commitment**

Job satisfaction emerged as a critical driver of organizational commitment. Employees who are content with their roles are more likely to develop a sense of loyalty and attachment to their organization. This supports Herzberg's Two-Factor Theory (1959), which highlights the importance of both hygiene factors and motivators in cultivating job satisfaction. Additionally, this study reinforces Meyer and Allen's (1991) three-component model of commitment, demonstrating that satisfied employees exhibit affective, continuance, and normative commitment, all of which are integral to long-term organizational success.

## **3. Organizational Commitment as a Precursor to OCB**

The findings indicate that organizational commitment strongly influences Organizational Citizenship Behavior (OCB). Committed employees are more likely to engage in discretionary actions such as helping coworkers, taking initiative, and promoting a positive work environment. These behaviors enhance overall organizational effectiveness, as supported by Podsakoff et al. (2000). Among the dimensions of commitment, affective commitment showed the strongest correlation with OCB, underscoring the importance of emotional attachment in motivating employees to go beyond their formal responsibilities.

## **4. Mediating Effects of Organizational Commitment**

The study highlights organizational commitment as a mediating factor between job satisfaction and OCB. Employees who are satisfied with their jobs develop a strong emotional bond with their organization, which in turn drives them to exhibit OCB. This finding emphasizes the interconnectedness of these variables, suggesting that initiatives aimed at improving job satisfaction can have a cascading effect, ultimately enhancing OCB through stronger organizational commitment.

## **5. Practical Implications**

The results of this study provide actionable insights for organizations:

6. **Building a Strong Organizational Culture:** Organizations should cultivate a culture that emphasizes shared values, employee recognition, and collaboration. These efforts can directly improve job satisfaction and indirectly promote OCB.
7. **Fostering Job Satisfaction:** Managers should address both intrinsic and extrinsic motivators by offering competitive compensation, professional development opportunities, and meaningful work.
8. **Enhancing Organizational Commitment:** Strategies such as leadership development, transparent communication, and career growth opportunities can foster employees' emotional and professional investment in the organization.

9. **Promoting OCB:** Recognizing and rewarding employees who display OCB can reinforce such behaviors and encourage a culture of excellence.

## CONCLUSION

Organizational culture emerged as a significant determinant of job satisfaction, highlighting the importance of fostering a positive, supportive, and value-driven workplace environment. Satisfied employees are more likely to develop a strong sense of commitment to their organization, as evidenced by the robust link between job satisfaction and organizational commitment. Furthermore, organizational commitment was shown to mediate the relationship between job satisfaction and OCB, emphasizing its central role in motivating employees to go beyond their formal job responsibilities.

The study provides actionable insights for organizations aiming to improve their overall effectiveness. By cultivating a strong organizational culture, addressing employees' intrinsic and extrinsic needs to enhance job satisfaction, and fostering commitment through career development and recognition programs, organizations can encourage behaviors that contribute to their long-term success.

While this research has provided valuable contributions to the understanding of these interrelated variables, it also highlights the need for further exploration. Future studies should consider longitudinal designs, diverse organizational contexts, and mixed-method approaches to provide deeper insights into how these factors evolve and interact over time.

In conclusion, this study affirms that organizational culture, job satisfaction, and organizational commitment are key enablers of OCB. By investing in these areas, organizations can build a committed and proactive workforce that drives sustainable growth and competitive advantage.

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