The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) With Job Satisfaction as An Intervening Variable at The Indonesian Quarantine Agency

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Abstract

This study aims to analyze the influence of Organizational Culture on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an intervening variable at the Indonesian Quarantine Agency. Human Resource Management plays a crucial role in organizational effectiveness, one of which is through the application of OCB that can improve overall organizational productivity. OCB is a voluntary behavior exhibited by employees to assist in organizational productivity without any formal obligation. This research uses an explanatory research method with a quantitative approach. Data were collected through questionnaires distributed to 108 employees of the Indonesian Quarantine Agency and analyzed using SmartPLS 3 software. The findings show that Organizational Culture has a positive and significant effect on OCB. A strong organizational culture encourages employees to collaborate, create a stable work environment, and develop skills and experiences that contribute to OCB behavior. Furthermore, Organizational Culture also significantly affects Job Satisfaction. An innovative, stable, and collaborative work environment motivates employees to feel more satisfied with their work, which in turn enhances their work motivation. Another finding in this study is that Job Satisfaction acts as an intervening variable that strengthens the relationship between Organizational Culture and OCB. With these findings, it is expected that the Indonesian Quarantine Agency will pay more attention to the implementation of Organizational Culture that supports employee job satisfaction. The organization can strengthen its work culture by increasing employee involvement in decision-making processes, providing career development opportunities, and creating a work environment that supports collaboration and innovation. Thus, it is hoped that a positive organizational culture will continue to be maintained to enhance team effectiveness and overall organizational productivity.

Keywords:
Organizational Culture; Organizational Citizenship Behavior; Job Satisfaction; Indonesian Quarantine Agency.

1. INTRODUCTION

Human Resource Management (HRM) plays a crucial role in an organization, as effective HR management helps achieve organizational goals. Human Resources encompass the skills and abilities possessed by each individual. In the workplace, HR is the main driver of success for both individuals and companies. This is in line with the opinion of Sofyandi (2018), who states that the purpose of HRM is to enhance the productive contribution of employees to the organization through strategic, ethical, and social responsibilities. Employees need to actively contribute positively to the company, one of which is through Organizational Citizenship Behavior (OCB).

According to Organ in Titisari (2024), OCB refers to employee behavior aimed at improving organizational performance effectiveness without disregarding individual productivity goals. OCB is a

contribution beyond work obligations but provides benefits to the company. In other words, OCB is voluntary behavior performed by employees to support organizational productivity. Companies expect employees to take positive actions, even if they are not part of the tasks assigned, and employees will benefit if they can provide positive contributions.

OCB behavior offers significant benefits for the organization. Podsakoff et al. (2020) explain that OCB can enhance organizational effectiveness because it can increase the productivity of coworkers and management, optimize the use of organizational resources for productive purposes, reduce the need for resources to maintain employees, and facilitate coordination between teams and workgroups. Robbins and Judge (2017) also add that OCB can arise from various factors within the organization, such as employee job satisfaction.

The interest in researching OCB is driven by its importance in enhancing team and organizational work effectiveness and efficiency, ultimately contributing to overall organizational productivity (Sharma et al., 2021). These aspects encourage researchers to further explore OCB within organizations, which should be a primary concern for managers in creating productive behaviors. The leadership of the Indonesian Quarantine Agency strives to create a positive, constructive work culture, with mutual support among employees. To do so, they need to understand the performance of employees and the positive OCB behavior. Ghashghaeinia and Hafezi (2020) reveal that OCB research often aims to identify the responsibilities or behaviors of employees within the organization, although this is sometimes overlooked.

Preliminary research conducted by the author on employees of the Indonesian Quarantine Agency indicates a phenomenon where OCB behavior is still underdeveloped. This was revealed through interviews with several employees who stated that many employees only work according to their job descriptions (in-role), without taking the initiative to perform additional roles (extra-role), assuming that they will only carry out the tasks assigned. If they work beyond that, they expect rewards or recognition. On the contrary, if they do not receive what they expected, they will work half-heartedly because they feel compelled. One internal factor that shapes OCB is job satisfaction, which is the main determinant of OCB behavior (Robbins and Judge, 2020). With high job satisfaction, organizations hope that employees will demonstrate positive behaviors like OCB to support organizational productivity, even exceeding the usual expectations in the job. Organizations will benefit more if employees display voluntary attitudes and go beyond job demands (Titisari, 2019).

According to Schein in Titisari (2019), organizational culture is a shared system of meaning that is embraced by the members of the organization, distinguishing one organization from another. Organizational culture is formed based on the company's vision and mission created to achieve company goals. Every organization has a different culture, so employees must adapt to the culture at their workplace. Organizational culture serves as the foundation for norms and behaviors of employees in achieving organizational goals.

Employees who work in accordance with the organizational culture are expected to give their best and positively influence their job satisfaction because they feel comfortable in their work environment. Luthans (in Riani, 2021) states that organizational culture consists of norms and values that guide the behavior of organizational members. Employees who can adjust to the organizational culture will exhibit positive behaviors such as OCB. The job satisfaction experienced by employees will encourage them to demonstrate positive behaviors, such as OCB, which can improve organizational productivity. This is supported by Robbins' opinion in Titisari (2019), which states that job satisfaction is the main internal factor that shapes OCB behavior.

The novelty of this research lies in exploring the relationship between organizational culture and OCB behavior in the context of the Indonesian Quarantine Agency, which has not been specifically researched before. This study not only confirms job satisfaction as the primary determinant of OCB, but also highlights how a strong organizational culture can catalyze the enhancement of OCB behavior in the government environment. Furthermore, this research reveals that the low extra-role behavior among employees of the Indonesian Quarantine Agency is influenced by expectations of rewards or recognition, which indicates the need for a more strategic managerial approach in building a work culture that encourages voluntary and proactive behavior without reliance on incentives. The findings of this research are expected to contribute to the development of HR management strategies in the public sector, particularly in creating a more productive and efficient work environment through strengthening organizational culture and increasing employee job satisfaction.

Based on the above description, the researcher is interested in studying the influence of organizational culture on Organizational Citizenship Behavior with job satisfaction as an intervening variable.

Wagner and Hollenbeck in Tampubolon (2019) explain that organizational culture is a basic pattern of assumptions accepted by members of an organization in solving problems, acquired by adapting elements from the outside and integrating them into the organization. This culture creates a calm and organized work environment and provides a foundation for new employees to adjust their perceptions, thoughts, and feelings when facing challenges. Meanwhile, Jerald Greenberg and Robert A. Baron (2023) define organizational culture as a cognitive framework consisting of attitudes, values, behavioral norms, and expectations that are collectively accepted by members of the organization. In this study, the indicators used to measure the

organizational culture variable include innovation and risk-taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness, and stability.

According to Titisari (2019), OCB (Organizational Citizenship Behavior) refers to individual contributions that go beyond role demands at the workplace. In other words, OCB is an action or contribution made by employees beyond the obligations set by the company. This OCB behavior will have a positive impact on achieving the company's goals. Robbins (2017) also explains that OCB is behavior performed by an employee that exceeds their formal obligations but supports the effectiveness of the organization. Based on the opinions of these experts, it can be concluded that OCB is an additional behavior performed by employees outside their core duties, without any reward, but it provides a positive impact and enhances organizational effectiveness. In this study, the indicators used to measure OCB behavior include Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. These indicators are chosen because they reflect the real-life activities within an organization.

Handoko (2019) defines job satisfaction as the emotional state, whether positive or negative, that employees feel towards their work. Vechio in Wibowo (2018) describes job satisfaction as an individual's attitude toward their job, encompassing thoughts, feelings, and behavioral tendencies toward that work. Robbins and Judge in Wibowo (2018) state that job satisfaction is the positive feeling toward a job that arises as a result of evaluating the characteristics of the job. Locke in Titisari (2019) provides a comprehensive definition of job satisfaction as an emotional reaction related to an individual's job or work experience evaluation. Based on these definitions, job satisfaction can be concluded as the level of positive feelings someone has as a result of a favorable evaluation of their job and work environment. The indicators used in this study include satisfaction with the job, salary, coworkers, and working conditions. These indicators are considered appropriate because they have a direct influence on employee job satisfaction.

2. RESEARCH METHOD

The type of research used in this study is "explanatory research." According to Singarimbun (2018), "Explanatory research is research that explains the causal relationship between variables through hypothesis testing." This study aims to explain the influence of independent (exogenous) variables on dependent (endogenous) variables, with the testing using statistical analysis. Therefore, this study will determine whether there is an impact of Organizational Culture on Job Satisfaction and Organizational Citizenship Behavior (OCB). The sample of this study consists of all employees of the Indonesian Quarantine Agency, totaling 108 employees. In this study, the researcher uses the SmartPLS software.

3. RESULTS AND DISCUSSION

3.1. Validity Test Result

Table 1. Validity Test Result

Quesioner No.	Organisational Culture	Job Satisfaction	OCB	Description
1	0.863	0.763	0.768	
2	0.810	0.832	0.722	
3	0.711	0.758	0.838	
4	0.750	0.745	0.847	
5	0.756	0.706	0.830	Valid > 0.7
6	0.793	0.734	0.806	
7	0.787	0.787	0.842	
8	0.786	0.802	0.922	
9	0.788	0.816	0.885	
10	0.746	0.823	0.902	

Source: (Research Evidence, 2025)

Based on the data obtained above, in table 1 of the Validity Test Results, it can be seen that in each statement of employee empowerment, policy implementation, quality of public services, and job satisfaction are above 0.7 which means all statements are valid (Hair, 2019).

3.2. Reliability Test Result

Table 2. Reliability Test Results

Variable	Nilai Cronbach's Alpha	Koefisien Cronbach's Alpha	Description
Organisational Culture	0.747		
OCB	0.908	0.6	Reliable
Job Satisfaction	0.887		

Source: (Research Evidence, 2025)

Based on the results above in table 2, it can be seen that all variables have a Cronbach's Alpha value above 0.6 which indicates that all variables are reliable.

3.3. Results of Hypothesis Tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
job satisfaction -> OCB	0.450	0.432	0.145	3.101	0.002
organisational culture -> OCB	0.404	0.428	0.141	2.869	0.004
organisational culture -> job satisfaction	0.718	0.741	0.044	16.468	0.000

Figure 1. Path Coefficients Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
organisational culture -> job satisfaction -> OCB	0.323	0.321	0.114	2.834	0.005

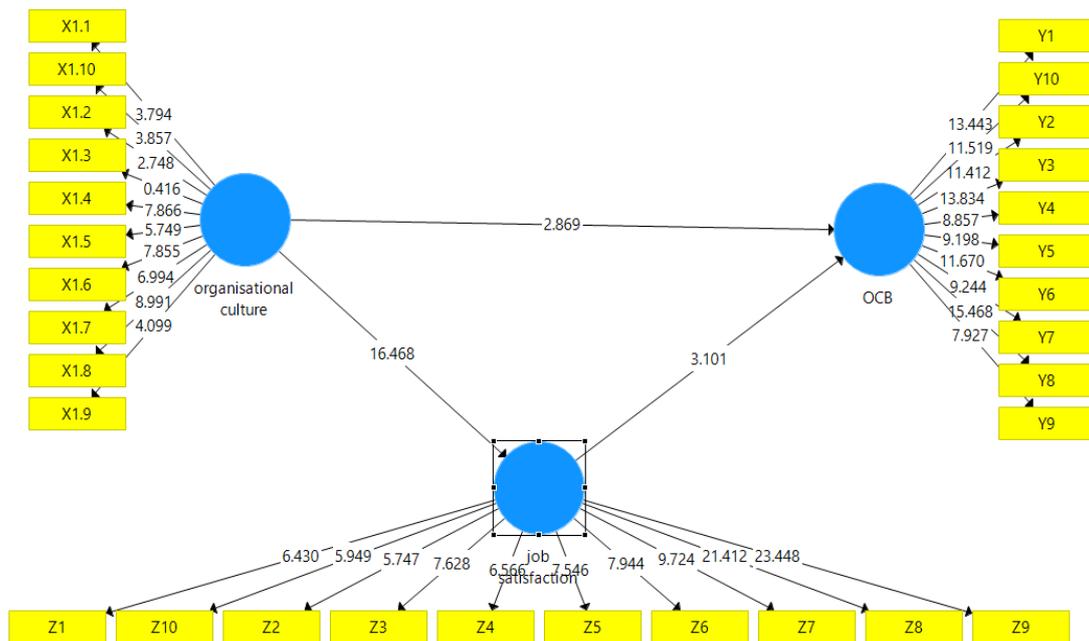Figure 2. Spesific Indirect Effect Result

Figure 3. Bootstrapping Result

3.4. Discussion
3.4.1. The Influence of Organizational Culture on OCB

The significance value of the influence of Organizational Culture on OCB is 0.000, which is smaller than 0.05. This indicates a significant partial effect between the Organizational Culture variable and OCB. In this study, Organizational Culture was proven to positively influence the OCB behavior of employees at the Indonesian Quarantine Agency. The Organizational Culture applied by employees fosters a stable environment that benefits them, such as enhancing work experience. As such, Organizational Culture shapes employees' characters in a positive direction, which in turn enhances their OCB behaviors. Examples of OCB behaviors influenced by Organizational Culture include employees voluntarily assisting colleagues due to frequent teamwork, employees willing to replace colleagues who are absent due to the demand for mutual collaboration, and employees arriving early to help create a stable environment. Trisia (2019) suggests that

Organizational Culture is a key factor in triggering OCB behaviors among employees, in line with this finding, which emphasizes the importance of Organizational Culture in shaping positive OCB behaviors in individuals.

3.4.2. The Influence of Organizational Culture on Job Satisfaction

The significance value of the influence of Organizational Culture on Job Satisfaction is 0.000, which is smaller than 0.05, meaning there is a significant partial effect between the Organizational Culture variable and Job Satisfaction. This influence is driven by the high application of Organizational Culture at the Indonesian Quarantine Agency, which requires employees to create innovations and creative solutions. This encourages employees to be more creative and produce innovations beneficial to the company. Furthermore, employees are encouraged to take risks to unleash their best potential, as well as focus on details to avoid mistakes in the future. Organizational Culture also demands teamwork, which accelerates task completion and creates a stable environment by maintaining good relationships with colleagues. Job Satisfaction will increase when there is a demand for collaboration, adherence to regulations, and creating a stable environment. When these demands are met, employees will receive support from colleagues and adequate facilities, thereby creating a conducive work environment. This study is consistent with research by Ida Bagus Gede (2019), which shows that Organizational Culture significantly affects Job Satisfaction.

3.4.3. The Influence of Job Satisfaction on OCB

The significance value of the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) is 0.000, which is smaller than 0.05, indicating a significant partial effect between the Job Satisfaction variable and OCB. Based on the research and discussion on the influence of transformational leadership and organizational culture on OCB through job satisfaction, it was found that although some employees initially did not fully understand the indicators of job satisfaction, the research results show that job satisfaction levels are very good. Likewise, although employees initially did not display OCB behaviors, the results indicated positive signs of OCB behaviors. Job satisfaction among employees at the Indonesian Quarantine Agency showed satisfactory results. Gunawan (2019) stated that the higher the job satisfaction, the higher the OCB. Other research by Gunawan et al. (2019) also supports this finding, showing a positive relationship between Transformational Leadership and OCB, as well as a positive relationship between Job Satisfaction and OCB, both individually and in conjunction with Transformational Leadership.

3.4.4. The Influence of Organizational Culture on OCB through Job Satisfaction

Based on the Sobel test using the statistical calculator at https://www.danielsoper.com/statcalc/calculator.aspx?id=31, a significance value of 0.005 was obtained, which is smaller than 0.05, indicating a significant indirect influence of Organizational Culture on Organizational Citizenship Behavior (OCB) through Job Satisfaction. Additionally, the z-value from the Sobel test is 2.834, which is greater than 1.96, confirming that the influence is significant at the 95% confidence level.

The influence of Organizational Culture on OCB with Job Satisfaction as an intervening variable is driven by the implementation of Organizational Culture at the Indonesian Quarantine Agency, where employees are encouraged to create innovation and creativity, which makes them feel pleased and challenged in their work. This encourages employees to contribute with OCB behaviors, such as finishing work ahead of the set deadline. Moreover, the organizational culture that promotes teamwork and collaboration will foster job satisfaction among colleagues, which leads to OCB behaviors such as being willing to replace colleagues, coordinating well in tasks, and avoiding conflicts among employees. The implementation of Organizational Culture that encourages a stable environment will make employees feel comfortable and receive adequate facilities, which will improve OCB behaviors such as being willing to arrive early and assist in orienting new colleagues, even when not asked to.

4. CONCLUSION

This study shows that Organizational Culture has a significant impact on Organizational Citizenship Behavior (OCB) and Employee Job Satisfaction at the Indonesian Quarantine Agency. The applied Organizational Culture, such as teamwork, work environment stability, and opportunities to develop skills and experiences, contributes to enhancing OCB behavior. Employees who feel their work environment is supportive are more likely to voluntarily help coworkers, show loyalty, and behave proactively in their work. Furthermore, Organizational Culture also has a positive impact on Job Satisfaction, as it encourages creativity, innovation, and a conducive environment for working effectively. With a strong work culture, employees feel more comfortable, are more motivated, and participate more actively in organizational activities.

Additionally, this study reveals that Job Satisfaction plays a role as a variable that strengthens the relationship between Organizational Culture and OCB. The analysis results indicate that employees who are satisfied with their jobs are more likely to display OCB behaviors, such as helping coworkers and

contributing beyond what is expected. Therefore, improving Job Satisfaction can be a key factor in reinforcing the impact of Organizational Culture on OCB. These conclusions align with previous research stating that a positive organizational culture can enhance job satisfaction, which ultimately encourages employees to exhibit higher OCB behaviors, thus creating a more productive and harmonious work environment.

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