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The Effect Of Job Satisfaction And Organizational Culture On Organizational Commitment: The Mediating Role Of Organizational Citizenship Behavior Among Nurses In Sangatta, East Kutai Regency

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Abstract

This study aims to examine the effects of job satisfaction and organizational culture on organizational commitment, with Organizational Citizenship Behavior (OCB) as a mediating variable among nurses in Sangatta, East Kutai Regency, Indonesia. This study employed a quantitative approach involving 266 nurses selected from a population of 795 nurses using proportionate stratified random sampling. Data were collected through questionnaires and analyzed using multiple regression analysis with SPSS. The results show that job satisfaction and organizational culture have positive and statistically significant effects on OCB, with regression coefficients of 0.341 and 0.441, respectively ($p < 0.001$). Furthermore, job satisfaction, organizational culture, and OCB have positive and statistically significant effects on organizational commitment, with regression coefficients of 0.215, 0.237, and 0.459, respectively ($p < 0.001$). These findings indicate that higher job satisfaction and a supportive organizational culture are associated with stronger OCB and organizational commitment among nurses. OCB is also positively associated with organizational commitment. The findings highlight the importance of improving job satisfaction and fostering a supportive organizational culture to strengthen nurses' commitment to their organizations. However, the mediating effect of OCB requires confirmation through a specific indirect-effect test.

Keywords: Job Satisfaction; Organizational Culture; Organizational Citizenship Behavior; Organizational Commitment; Nurses.

INTRODUCTION

Human resources play an important role in determining organizational effectiveness, particularly in healthcare institutions where service quality depends on the competence, cooperation, and commitment of healthcare professionals. Nurses have a

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strategic role in delivering patient care and supporting the daily operations of healthcare facilities. Their contribution is not limited to completing formal job responsibilities but also includes cooperation with colleagues, maintaining positive working relationships, and supporting organizational objectives. These behaviors are relevant to organizational citizenship behavior (OCB), which refers to voluntary actions beyond formal job requirements that contribute to organizational effectiveness (Bateman et al., 2021).

Job satisfaction is one factor that may influence employees' attitudes and behavior within an organization. Employees who experience satisfaction with their work, compensation, recognition, interpersonal relationships, and working conditions may be more willing to contribute beyond their formal responsibilities. In nursing environments, job satisfaction is particularly relevant because nurses work in settings that require coordination, responsiveness, and continuous collaboration. Previous research has examined the relationship between job satisfaction and OCB among nurses, indicating the importance of understanding how employees' work experiences relate to voluntary contributions in healthcare organizations (Ismuhadi & Yusmahdi, 2021).

Organizational culture also provides an important context for employee behavior. It consists of shared values, beliefs, norms, and practices that guide how organizational members interact and perform their duties. A supportive organizational culture can encourage cooperation, strengthen employees' sense of belonging, and promote behaviors that support organizational goals (Robbins et al., 2021). In healthcare institutions, a culture that emphasizes collaboration, managerial support, and open communication may encourage nurses to assist colleagues and contribute to the effectiveness of the organization. Research on nurses has also highlighted the relevance of organizational climate and organizational commitment in understanding OCB (Adnans et al., 2021).

Organizational commitment represents employees' psychological attachment to their organization, including their willingness to maintain membership and contribute to organizational objectives (Susanti et al., 2022). Employees who identify with their organization and feel supported by their working environment may develop stronger commitment. Job satisfaction and organizational culture are therefore relevant factors to examine in relation to organizational commitment. In addition, OCB may be associated with organizational commitment because voluntary cooperation and supportive interpersonal behavior can strengthen relationships among organizational members and support a shared sense of responsibility.

Although job satisfaction, organizational culture, OCB, and organizational commitment have been examined in organizational research, their relationships remain important to investigate in specific professional and geographical contexts. Nursing work involves coordination and cooperation, making it relevant to examine whether job

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satisfaction and organizational culture are associated with OCB and whether these variables are also associated with organizational commitment. Previous research involving nurses has explored the relationship between OCB, organizational climate, and commitment, providing a basis for further examination of these constructs in healthcare settings (Adnans et al., 2021). However, the relationships among these variables need to be assessed in the context of nurses working in Sangatta, East Kutai Regency, Indonesia.

This study examines the effects of job satisfaction and organizational culture on OCB and organizational commitment among nurses in Sangatta, East Kutai Regency. It also examines the effect of OCB on organizational commitment. By considering OCB as a potential mediating variable, this study seeks to provide a more integrated understanding of the relationships between employees' work experiences, organizational context, voluntary work behavior, and organizational commitment. The findings are expected to contribute to human resource management research in healthcare settings and provide practical insights for healthcare managers seeking to strengthen nurses' commitment through improvements in job satisfaction, organizational culture, and supportive workplace behavior.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction refers to an employee's evaluation of their job and the extent to which the work experience meets their expectations and needs. It may be influenced by compensation, recognition, interpersonal relationships, supervision, and working conditions. In the nursing profession, job satisfaction is particularly relevant because nurses operate in demanding environments that require professional competence, teamwork, and consistent attention to patient needs. Employees who feel satisfied with their work may be more willing to contribute positively to their workplace and maintain constructive relationships with colleagues (Ismuhadi and Yusmahdi, 2021)

Organizational Culture

Organizational culture refers to shared values, beliefs, norms, and practices that guide members' behavior within an organization. It influences how employees communicate, cooperate, make decisions, and respond to workplace situations (Robbins et al., 2021). A supportive culture can encourage collaboration, provide direction for employees, and strengthen their sense of belonging to the organization.

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Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that extends beyond formal job requirements and contributes to organizational effectiveness (Bateman et al., 2021). Such behavior may include helping colleagues, maintaining harmonious workplace relationships, demonstrating consideration for others, and supporting organizational activities. Although these actions may not be explicitly required by formal job descriptions, they can support cooperation and the smooth delivery of organizational services.

Organizational Commitment

Organizational commitment refers to an employee's psychological attachment to the organization, reflected in the acceptance of organizational values and goals, the desire to maintain organizational membership, and the willingness to contribute to organizational objectives (Susanti et al., 2022). Employees with stronger organizational commitment are more likely to maintain their involvement with the organization and support its goals.

RESEARCH METHODOLOGY

This study employed a quantitative approach to examine the relationships between job satisfaction, organizational culture, Organizational Citizenship Behavior (OCB), and organizational commitment among nurses in Sangatta, East Kutai Regency, Indonesia. The study population consisted of 795 nurses working in hospitals, community health centers, and clinics. A sample of 266 nurses was determined using Slovin's formula with a 5% margin of error and selected through proportionate stratified random sampling. Data were collected using a structured questionnaire comprising 65 statements measured on a five-point Likert scale, covering job satisfaction (20 items), organizational culture (15 items), OCB (15 items), and organizational commitment (15 items).

The data were analyzed using SPSS through descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression, and hypothesis testing. Two regression models were employed: the first examined the effects of job satisfaction and organizational culture on OCB, while the second assessed the effects of job satisfaction, organizational culture, and OCB on organizational commitment.

RESULTS

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Age	20–39 years	32	12.0

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	30–39 years	119	44.7
	40–49 years	101	38.0
	≥50 years	14	5.3
Gender	Female	181	68.0
	Male	85	32.0
Length of employment	Less than 1 year	4	1.5
	1–3 years	21	7.9
	4–6 years	68	25.6
	More than 6 years	173	65.0
Total respondents		**266**	**100.0**

Source: Primer Data (2026).

The study involved 266 nurses from 11 healthcare facilities in Sangatta, East Kutai Regency, Indonesia, including hospitals, community health centers, and clinics. Female nurses accounted for 181 respondents (68.0%), while male nurses accounted for 85 respondents (32.0%). Regarding age, the largest group consisted of respondents aged 30–39 years (119; 44.7%), followed by those aged 40–49 years (101; 38.0%), those reported in the 20–39-year category (32; 12.0%), and those aged 50 years or older (14; 5.3%). In terms of work experience, 173 respondents (65.0%) had worked for more than six years, 68 (25.6%) for four to six years, 21 (7.9%) for one to three years, and four (1.5%) for less than one year.

Descriptive Statistics

Table 2. Descriptive Statistics

Variable	Items	Mean	SD
Job Satisfaction	20	2.99	0.720
Organizational Culture	15	2.98	0.716
OCB	15	2.99	0.720
Organizational Commitment	15	2.98	0.713

Source: Output SPSS (2026).

The descriptive analysis showed that job satisfaction had an overall mean of 2.99 and a standard deviation of 0.720. The highest-rated item concerned the ability to balance work and personal life (mean = 3.10), while the lowest-rated item concerned receiving positive feedback from supervisors (mean = 2.92).

Organizational culture had an overall mean of 2.98 and a standard deviation of 0.716. The highest mean was recorded for the statement concerning feeling part of a solid work team (mean = 3.01), while equal opportunities for employee development received the lowest mean (mean = 2.95).

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Organizational Citizenship Behavior (OCB) had an overall mean of 2.99 and a standard deviation of 0.720. The highest mean concerned willingness to help colleagues experiencing difficulties without being asked (mean = 3.06), whereas helping with tasks outside one's responsibilities had the lowest mean (mean = 2.95).

Organizational commitment had an overall mean of 2.98 and a standard deviation of 0.713. The highest-rated statement concerned feeling part of the organizational family (mean = 3.04), while the lowest-rated statement concerned feeling uncomfortable about leaving the organization (mean = 2.91).

Validity and Reliability Tests

Table 3. Validity and Reliability Tests

Test	Result	Criterion Reported in the Thesis	Conclusion
Validity	All 65 items had calculated correlations greater than 0.1203; significance values were 0.000	r-calculated > r-table and significance < 0.05	All items valid
Reliability	Cronbach's alpha = 0.978 for 65 items	Cronbach's alpha > 0.70	Instrument reliable

Source: Output SPSS (2026).

The validity test assessed all 65 questionnaire items. The results showed that every item had a calculated correlation coefficient greater than the critical value of 0.1203, with significance values of 0.000. Therefore, all items were classified as valid according to the criteria applied in the thesis.

The reliability test produced a Cronbach's alpha coefficient of 0.978 for the 65 questionnaire items. Since this value exceeded the threshold of 0.70, the research instrument was classified as reliable.

Classical Assumption Tests

Table 4. Classical Assumption Test Results

Test	Variable / Relationship	Indicator	Result	Conclusion
Normality	Regression residuals	Kolmogorov–Smirnov significance	0.200	Normality criterion met
		Monte Carlo significance	0.609	Normality criterion met

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Linearity	Job Satisfaction → Organizational Commitment	Deviation from Linearity (Sig.)	0.736	Linear
	Organizational Culture → Organizational Commitment		0.513	Linear
	OCB → Organizational Commitment		0.792	Linear
	Job Satisfaction → OCB		0.323	Linear
	Organizational Culture → OCB		0.833	Linear
Multicollinearity	Job Satisfaction (Model 1: OCB)	Tolerance / VIF	0.964 / 1.037	No multicollinearity
	Organizational Culture (Model 1: OCB)		0.964 / 1.037	No multicollinearity
	Job Satisfaction (Model 2: Organizational Commitment)		0.700 / 1.429	No multicollinearity
	Organizational Culture (Model 2: Organizational Commitment)		0.713 / 1.402	No multicollinearity
	OCB (Model 2: Organizational Commitment)		0.526 / 1.900	No multicollinearity
Heteroscedasticity	Job Satisfaction	Glejser significance	0.956	No heteroscedasticity indicated

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	Organizational Culture		0.776	No heteroscedasticity indicated
	OCB		0.237	No heteroscedasticity indicated

Source: Output SPSS (2026).

The normality test using the one-sample Kolmogorov–Smirnov procedure produced an asymptotic significance value of 0.200 and a Monte Carlo significance value of 0.609. Both values exceeded 0.05, indicating that the residuals met the normality criterion applied in the study. The linearity tests showed that the significance values for deviation from linearity were 0.736 for job satisfaction and organizational commitment, 0.513 for organizational culture and organizational commitment, 0.792 for OCB and organizational commitment, 0.323 for job satisfaction and OCB, and 0.833 for organizational culture and OCB. All values exceeded 0.05, indicating that the tested relationships met the linearity criterion.

The multicollinearity test for the organizational commitment model produced tolerance values of 0.700 for job satisfaction, 0.713 for organizational culture, and 0.526 for OCB. The corresponding VIF values were 1.429, 1.402, and 1.900. For the OCB model, both job satisfaction and organizational culture had tolerance values of 0.964 and VIF values of 1.037. These results indicated no multicollinearity according to the criteria used in the thesis. The Glejser test produced significance values of 0.956 for job satisfaction, 0.776 for organizational culture, and 0.237 for OCB. Because all values exceeded 0.05, the thesis concluded that the regression model did not exhibit heteroscedasticity.

Hypothesis Testing

Table 5. Hypothesis Testing

Hypothesis	Relationship	B	Standardized Beta	t-value	Sig.	Result
H1	Job Satisfaction → OCB	0.341	0.454	9.961	0.000	Accepted
H2	Organizational Culture → OCB	0.441	0.438	9.620	0.000	Accepted
H3	OCB → Organizational Commitment	0.459	0.463	9.083	0.000	Accepted

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H4	Job Satisfaction → Organizational Commitment	0.215	0.290	6.550	0.000	Accepted
H5	Organizational Culture → Organizational Commitment	0.237	0.238	5.434	0.000	Accepted

Source: Output SPSS (2026).

In the first model, job satisfaction had a positive and significant effect on OCB, with a regression coefficient of 0.341, a t-value of 9.961, and a significance value of 0.000. Therefore, Hypothesis 1 was accepted. Organizational culture also had a positive and significant effect on OCB, with a regression coefficient of 0.441, a t-value of 9.620, and a significance value of 0.000. Thus, Hypothesis 2 was accepted.
In the second model, OCB had a positive and significant effect on organizational commitment, with a regression coefficient of 0.459, a t-value of 9.083, and a significance value of 0.000. Therefore, Hypothesis 3 was accepted. Job satisfaction also had a positive and significant effect on organizational commitment, with a regression coefficient of 0.215, a t-value of 6.550, and a significance value of 0.000, supporting Hypothesis 4. Organizational culture had a positive and significant effect on organizational commitment, with a regression coefficient of 0.237, a t-value of 5.434, and a significance value of 0.000. Accordingly, Hypothesis 5 was accepted.

Overall, the results reported in the thesis indicate that all five hypotheses concerning the direct relationships among job satisfaction, organizational culture, OCB, and organizational commitment were accepted.

DISCUSSION

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results indicate that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) among nurses in Sangatta, East Kutai Regency ((B = 0.341), (t = 9.961), (p < 0.001)). Therefore, H1 is accepted. This finding suggests that nurses who experience greater job satisfaction tend to demonstrate more voluntary behaviors that extend beyond their formal job responsibilities.

Job satisfaction in this study encompasses salary and compensation, rewards and recognition, interpersonal relationships, and work–life balance. Satisfaction with these aspects can create a more positive working environment and encourage nurses to assist colleagues, maintain harmonious relationships, and contribute to organizational activities beyond their assigned duties. In healthcare settings, such behaviors are particularly

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relevant because nursing services require cooperation and mutual support among healthcare professionals.

This finding is consistent with previous studies cited in the thesis. Ismuhadi and Yusmahdi (2021) reported a significant relationship between job satisfaction and OCB, while Dulahu et al. (2024) found a positive and significant relationship between the two variables. Similar findings were reported by Putri et al. (2022) and Liu et al. (2023), indicating that greater job satisfaction is associated with stronger extra-role behavior among nurses. The present results reinforce the importance of maintaining fair compensation, recognizing nurses' contributions, fostering supportive interpersonal relationships, and promoting work–life balance to encourage OCB.

The Effect of Organizational Culture on Organizational Citizenship Behavior

The analysis shows that organizational culture has a positive and significant effect on OCB ((B = 0.441), (t = 9.620), (p < 0.001)). Accordingly, H2 is accepted. The positive coefficient indicates that improvements in organizational culture are associated with higher OCB among nurses, after accounting for job satisfaction in the regression model.

In this study, organizational culture is reflected in collaboration, managerial support, and inclusivity. A collaborative culture can facilitate coordination and encourage nurses to help one another when completing their responsibilities. Managerial support can strengthen employees' confidence that their contributions are valued, while an inclusive working environment can promote mutual respect and constructive relationships. These conditions may encourage nurses to contribute beyond their formal duties and support the broader objectives of their healthcare organizations.

The finding is consistent with the discussion in the thesis regarding Rachmawati and Wijaya (2019), who reported that an inclusive organizational culture significantly influences OCB. Wang et al. (2023) also found a positive relationship between ethical organizational climate and OCB among nurses. These findings emphasize the relevance of a fair, supportive, and inclusive working environment in encouraging voluntary assistance and cooperation. Healthcare organizations in Sangatta can therefore strengthen OCB by developing collaboration, improving managerial support, and maintaining inclusive workplace practices.

The Effect of Organizational Citizenship Behavior on Organizational Commitment

The results demonstrate that OCB has a positive and significant effect on organizational commitment ((B = 0.459), (t = 9.083), (p < 0.001)). Thus, H3 is accepted. Among the three predictors in the second regression model, OCB has the largest unstandardized regression coefficient. This indicates that OCB has the strongest

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coefficient in that model, although the coefficients should be interpreted in consideration of the scales used for each variable.

OCB involves voluntary behaviors such as helping colleagues, maintaining good working relationships, sharing knowledge, and supporting organizational interests. These behaviors can strengthen cooperation among nurses and create a more supportive working environment. When nurses contribute to their colleagues and organizations beyond formal requirements, they may develop a stronger sense of belonging, pride, and attachment to the organization.

The thesis discusses this relationship in line with Prasetyo and Setiawan (2020), who associated OCB with stronger organizational commitment. The present finding also highlights the relevance of interpersonal cooperation in nursing services, where coordination and mutual support are important to daily work. Encouraging voluntary assistance, constructive communication, and teamwork may therefore help healthcare organizations strengthen nurses' organizational commitment. Nevertheless, this direct effect alone does not establish whether OCB mediates the relationships between job satisfaction, organizational culture, and organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

The regression results indicate that job satisfaction has a positive and significant effect on organizational commitment ((B = 0.215), (t = 6.550), ($p < 0.001$)). Therefore, H4 is accepted. The finding indicates that greater satisfaction with work-related conditions is associated with stronger organizational commitment among nurses in Sangatta, after accounting for organizational culture and OCB in the regression model.

Job satisfaction includes nurses' perceptions of salary and compensation, rewards and recognition, interpersonal relationships, and work–life balance. When these aspects are perceived positively, nurses may feel that their contributions and needs are recognized by the organization. Supportive relationships and appropriate recognition may also foster a positive emotional connection with the workplace, strengthening nurses' willingness to remain involved in the organization.

This result is consistent with studies discussed in the thesis. Dwinuarisha et al. (2021) reported that job satisfaction influences organizational commitment, while Herawati et al. (2021) identified a significant relationship between job satisfaction and organizational commitment among nurses. Rianti et al. (2023) also found a significant effect of job satisfaction on organizational commitment. The current findings support the importance of improving nurses' working conditions, recognizing their contributions, and fostering supportive professional relationships as part of efforts to strengthen organizational commitment.

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The Effect of Organizational Culture on Organizational Commitment

The results show that organizational culture has a positive and significant effect on organizational commitment ((B = 0.237), (t = 5.434), (p < 0.001)). Thus, H5 is accepted. This finding indicates that a more supportive organizational culture is associated with stronger commitment among nurses, after accounting for job satisfaction and OCB in the regression model.

Collaboration, managerial support, and inclusivity can help create an environment in which nurses feel valued as members of a team. Collaboration supports communication and coordination in carrying out healthcare responsibilities. Managerial support, including guidance and encouragement, can signal that the organization recognizes nurses' contributions and professional development. An inclusive environment can further strengthen nurses' sense of belonging and involvement in shared organizational goals.

The relationship is consistent with the theoretical discussion in the thesis, which refers to Rachmawati et al. (2019) regarding the role of a positive organizational culture in strengthening employees' attachment and willingness to contribute to organizational success. In nursing environments, where service delivery depends on coordination among healthcare professionals, a supportive culture can provide a foundation for stronger organizational commitment. Healthcare organizations in Sangatta should therefore continue to foster collaboration, provide managerial support, and maintain inclusive workplace practices to strengthen nurses' attachment to their organizations.

CONCLUSION

This study examined the effects of job satisfaction and organizational culture on Organizational Citizenship Behavior (OCB) and organizational commitment among nurses in Sangatta, East Kutai Regency, Indonesia. The results indicate that all five hypotheses are accepted. Job satisfaction has a positive and significant effect on OCB, suggesting that nurses who are more satisfied with their work tend to demonstrate greater voluntary behavior beyond their formal responsibilities. Organizational culture also has a positive and significant effect on OCB, indicating that collaboration, managerial support, and inclusivity are important aspects of the working environment associated with nurses' extra-role behavior.

Furthermore, OCB has a positive and significant effect on organizational commitment. Nurses who demonstrate voluntary assistance and support for their colleagues and organizations tend to exhibit stronger organizational commitment. Job satisfaction and organizational culture also have positive and significant effects on organizational commitment, highlighting the importance of satisfactory working conditions

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and a supportive organizational environment in strengthening nurses' attachment to their organizations.

These findings suggest that healthcare organizations in Sangatta should pay attention to job satisfaction, foster a collaborative and inclusive organizational culture, and encourage OCB to support stronger organizational commitment among nurses. However, the mediating role of OCB cannot be conclusively established from the reported direct-effect tests alone. Further analysis of indirect effects is required to determine whether OCB mediates the relationships between job satisfaction and organizational commitment and between organizational culture and commitment.

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