

Organizational Culture and Job Satisfaction towards Organizational Citizenship Behavior (OCB): The Role of Loyalty as Mediation

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Abstract:

The present investigative research endeavors to scrutinize the correlational dynamics between Organizational Culture and Job Satisfaction in relation to Organizational Citizenship Behavior (OCB), with Loyalty functioning as an intermediary mechanism. The research population encompasses all permanent personnel, comprising a total of 154 individuals; the investigative sampling methodology employed a comprehensive census approach, systematically including all permanent employees across Owabong Waterpark, Sanggaluri Park, and Golaga within Purbalingga Regency. The Purpose of this study was to determine the extent of influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior with Loyalty as a Mediator. Empirical data were procured through structured questionnaire instruments, with subsequent analytical processing conducted utilizing SmartPLS 4.1 statistical software. The comprehensive analytical findings revealed multifaceted significant relational patterns: Organizational Culture demonstrated a statistically significant positive correlation with OCB, Job Satisfaction exhibited a statistically significant positive influence on OCB, Organizational Culture manifested a statistically significant positive impact on Loyalty, Job Satisfaction presented a statistically significant positive relationship with Loyalty, Loyalty demonstrated a statistically significant positive effect on OCB, Organizational Culture demonstrated a statistically significant positive influence on OCB through Loyalty as an intermediary variable, Job Satisfaction indicated a statistically significant positive impact on OCB via Loyalty as a mediating mechanism. The research substantiates that personnel experiencing elevated levels of job satisfaction and perceiving a robust, supportive organizational culture are substantially more predisposed to augment organizational loyalty, which subsequently catalyzes enhanced Organizational Citizenship Behavior, ultimately generating comprehensive organizational benefits.

Keywords: Organizational Culture, Job Satisfaction, Loyalty, Organizational Citizenship Behavior

1. Introduction

Tourism is one of the fastest-growing industries in the world. (L. Marlina & Hidayati, 2023). Law Number 10 of 2009 concerning the Indonesian Tourism Industry defines the tourism industry as a group of business entities that produce and serve tourists' needs. By increasing employment, income, and living standards, tourism can become an industry that contributes to a country's economic development. (Nurlina et al., 2021). It is important to optimize tourism because it can boost the local economy and generate more national income. (Abbas et al., 2021). The global pandemic that occurred a few years ago had a significant impact on the tourism industry. Therefore, it is necessary to make efforts to improve the tourism industry by implementing human resource development programs in the tourism industry. (Darsana & Sudjana, 2022). All human elements supporting tourism activities, both tangible and intangible, who strive to meet supporting needs, improve the economy, welfare, and the environment, and preserve local culture are considered tourism human resources. (Ngoc et al., 2021).

Purbalingga Regency in Central Java Province is an interesting place to visit by tourists and the general public because it has interesting tourism potential with natural beauty and several tourist attractions, including water bath tourism, agro-cultural tourism, natural tourism, historical tourism, religious tourism (Kharismajati et al., 2020). The quality of objects and tourist attractions in Purbalingga Regency is very competitive and needs to be managed as well as possible (Daraba et al., 2020). Owabong Waterpark,

Sanggaluri Park, and Golaga Purbalingga are some tourist attractions crowded with tourists. The three tourist destinations, namely Owabong Waterpark, Sanggapuri Park, and Golaga Purbalingga managed to overcome the downturn, namely losses of approximately 10 billion rupiah due to the pandemic. This condition makes tourist destinations lose income. Currently, the three tourist destinations are recovering in terms of finance and other aspects. In this process, Owabong Waterpark, Sanggaluri Park, and Golaga Purbalingga decided temporarily not to recruit new employees and focus on optimizing the existing workforce. This condition triggers the emergence of Organizational Citizenship Behavior (OCB) behavior among employees.

Organizational Citizenship Behavior (OCB) is the voluntary behavior of individuals in the workplace by following workplace rules and policies, voluntarily taking on additional work tasks, providing assistance to coworkers during working hours, and properly carrying out the additional tasks assigned by the organization that is indicated to coworkers and the company is called OCB. (Safrida et al., 2024). Improving employee OCB is critical to organizations, so it is important to understand what causes OCB to emerge or increase (Suswati et al., 2021). The two main factors that affect OCB behavior are internal factors that come from within employees (such as satisfaction, commitment, competence, and positive attitudes) and external factors that come from outside employees (such as organizational culture, leadership, and management systems) (Suswati et al., 2021). A high OCB in employees can increase the achievement of organizational or company goals. OCB is a crucial aspect in the growth of an organization because it helps to create a psychological and social work environment that supports the organization's key tasks (Organ, 1995). While OCB can benefit the company, OCB's actions can also negatively impact employees (Bolino & Turnley, 2005). Excessive OCB behavior can increase employee load, work-related stress, and employee-family conflicts, resulting in high employee turnover rates (Bolino & Turnley, 2005).

Some factors that affect OCB are Organizational Culture, Job Satisfaction and Loyalty as mediating variables. Organizational Culture is defined as a collection of characteristics, values, symbols, and beliefs lived by members of the organization (Fernandes et al., 2022). Organizational Culture can be a significant source of competitive advantage, especially when supporting strategy and adapting effectively or addressing external issues quickly and appropriately (Astuti, 2022). In addition to Organizational Culture, job satisfaction is another factor that affects OCB. Job satisfaction is described as a good attitude towards work obligations, including feelings and behaviors, as well as appreciation for the achievement of important values through work reflection (Saputra, 2021). Job value is the goal that a person wants to achieve in his profession (Rulianti & Nurpribadi, 2023).

Job satisfaction refers to how a person feels about their job, whether they are happy or unhappy (Suherman et al., 2024). A person's job satisfaction level will increase along with the number of components of their job that suit their preferences (Rulianti & Nurpribadi, 2023). Job satisfaction plays an important role in a person's willingness to contribute outside of their official responsibilities within the company (Miskiyah et al., 2024). Employees in companies with high Job Satisfaction are shown to be happy with their jobs, while employees in companies with poor Job Satisfaction often have a terrible opinion (Purnomo et al., 2023)

The conceptualization of employee Loyalty represents an individual's psychological commitment manifesting as a disinclination to transition between organizational environments (Marwanto & Hasyim, 2022). Etymologically, the construct of loyalty signifies an intrinsic psychological disposition emerging from profound self-reflective awareness (Wibowo et al., 2022). Personnel demonstrating elevated levels of organizational allegiance are considered pivotal organizational resources requiring strategic cultivation and systematic management, as their commitment substantially influences institutional sustainability and operational efficacy (Marwanto & Hasyim, 2022).

The present investigative endeavor seeks to elucidate the intricate interrelationships among Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior (OCB), with Loyalty functioning as a mediating construct. Employee Loyalty is conceptualized as a critical intermediary mechanism facilitating the transmission of cultural and motivational influences on behavioral manifestations within organizational contexts. By comprehensively analyzing these multifaceted interactions, institutional entities can develop nuanced, strategic approaches to enhancing personnel performance and organizational effectiveness. This research represents an extension of the scholarly work conducted by (Ramadhanty & Kurniawan, 2020),

which previously demonstrated the positive correlational dynamics between Job Satisfaction and OCB through Loyalty as a mediational pathway. The current study introduces Organizational Culture as an additional independent variable, thereby expanding the theoretical and empirical scope of prior investigations. The primary objective of this research is to quantitatively assess the magnitude of influence exerted by Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior, utilizing Loyalty as a mediational construct. The empirical investigation was conducted across three prominent tourist destinations within Purbalingga Regency: Owabong Waterpark, Sanggaluri Park, and Golaga Purbalingga. Methodological distinctions from the preceding research by Ramadhanty and Kurniawan (2020) are characterized by temporal variations, geographical specificity, and differential analytical methodologies employed in data interpretation.

This research is important because until now, no researchers have specifically researched this topic in Owabong Waterpark, Sanggaluri Park, and Golaga Purbalingga. In addition, this research was conducted to clarify the hypothesis gap in previous research so as to contribute to the development of science in related fields. Through a deep understanding of these dynamics, it is hoped that this research can provide valuable insights for human resource practitioners and organizational leaders in managing organizational culture, increasing job satisfaction, and encouraging employees to participate actively in OCB. Thus, this article is expected to be the basis for further discussion on the importance of organizational culture and job satisfaction and the role of loyalty in shaping positive employee behavior in the context of OCB.

2. Literature Review And Hypothesis Development

2.1 Social Exchange Theory

The relationship between employees and the company or between employees and supervisors is usually explained by the theory of social exchange (C. L. Chen & Chen, 2021). The theory of social exchange by Peter Blau in the book *Exchange and Power in Social Life* in 1964. The theory applied in this study suggests that individuals are motivated to help others because they want to be able to establish relationships that involve individuals and other parties (Muttaqien, 2023). Based on the theory of social exchange, people act voluntarily if they believe that the action will result in a good reaction from others (Hikmah et al., 2024). Social exchange theory explains that the link between employees and organizations can influence voluntary behaviors such as Organizational Citizenship Behavior (Marzuki & Nurpratama, 2024). Of course, reciprocity is a must in a relationship, as this theory also states that the relationship must benefit both parties (Aulady & Harianto, 2022). Every organization has its own culture that must be implemented, while people within the company must adapt to that culture (E. Marlina et al., 2020). Employees who follow the norms and culture in their company show social interaction within employees who can develop good relationships with other employees both inside and outside work (E. Marlina et al., 2020). Favorable conditions are when employees are confident that they are treated fairly and their rights are enforced impartially. Then, the environment will be better, and they will be more likely to support the growth of the tourism industry; on the other hand, employees will experience exclusion in the event of injustice (Muttaqien, 2023).

The theory of social exchange explains how to keep social exchanges between employees and companies under control (Wibawa, 2019a). Employees will respond well when they are satisfied with their work, and the employee's response includes a sense of belonging to the company, which leads to OCB actions (Wibawa, 2019a). Ideally, employees will feel valued by the company and respond with a more positive attitude at work, such as increased Job Satisfaction sentiment, when they believe that the company is helping them balance their work and personal obligations (McNall et al., 2010). The theory of social exchange states that when a company implements its culture well, then there will be equality among its employees in terms of salary and responsibilities (E. Marlina et al., 2020).

2.2 Organizational Citizenship Behavior

The behavior of employees willing to do things outside their job obligations is called OCB (Zahreni et al., 2021). OCB is a behavior that enhances the social and psychological context that supports employee performance (Sari & Kurniawan, 2023). In simple terms, OCB is a personal behavior that results from an individual's desire to contribute to his or her organization in a way that goes beyond his or her primary responsibilities (Wicaksono & Gazali, 2021). The act is done intentionally or unintentionally, consciously or

unintentionally, to provide benefits and advantages to the organization (Wicaksono & Gazali, 2021). In other words, even though it is not explicitly mentioned in the job description, OCB behavior is highly valued for contributing to the organization's long-term survival (Wicaksono & Gazali, 2021). Organizations will succeed if their employees carry out their core duties and are willing to perform additional tasks such as cooperating, helping, giving advice, actively participating, providing additional services for customers, and using their time effectively. Based on the Organ theory, there are five dimensions in the measurement of OCB, namely *altruism, conscientiousness, sportsmanship, courtesy, and civic virtue* (Rejeki et al., 2019).

2.3 Influence of Organizational Culture and Organizational Citizenship Behavior

Organizational Culture is one of the factors that can affect OCB. Actions, customs, dialogue, and so on are part of the Organizational Culture (Putri & Yusuf, 2022). The views, expectations, attitudes, and experiences that have been embedded through education, socialization, and interaction with managers, staff, and other employees form the Organizational Culture (Hijazi et al., 2024). A strong organizational culture with a clear mission can foster effective teamwork, increase employee engagement, and provide a solid foundation for innovation and adaptability (Darmawan, 2022). Organizational Culture seeks to change the mindset and behavior of current human resources to improve work efficiency and anticipate future challenges (Arundita et al., 2021). Each member behaves according to the dominant culture in order to be accepted by those around him (Arundita et al., 2021). From an employee perspective, Organizational Culture provides direction to employees on all important aspects of the company (Arundita et al., 2021). Building an Organizational Culture is indispensable to sustain the company and encourage sustainable development (Abduraimi et al., 2023). Employee behavior can be influenced by the Organizational Culture, which can also foster a sense of responsibility to achieve goals as well as more manageable to coordinate efforts and concentrate on important things when everyone is working towards the same goal (Almerri, 2023). Measurement of Organizational Culture by (Boke & Nalla, 2009) It can be done using several dimensions: (1) organizational support, (2) work challenges, (3) loyalty, (4) social relationships, and (5) cooperation. The values and norms embraced by the Organizational Culture are the main drivers in forming OCB (E. Marlina et al., 2020). A culture that encourages values such as collaboration, honesty, and mutual support tends to create an environment where employees feel motivated to make additional contributions to improve the well-being of the organization (Perdana et al., 2022).

Previous research from Aji Winoto (2020); Kamil & Rivai (2021); Hayati (2020); Najih & Mansyur (2022); Satyawati & Rahyuda (2022), stated that Organizational Culture has a positive and significant effect on OCB. However, previous research from Aspan et al (2019) Stated that Organizational Culture has a negative impact and insignificant influence on OCB. Research from Naufal et al (2024) Declares that the Organisational Culture has no impact on the OCB and Tantowi et al (2022); Pranitasari et al (2023) Stated that Organizational Culture does not affect OCB.

H1: Organizational Culture has a positive effect on Organizational Citizenship Behavior

2.4 The Effect of Job Satisfaction and Organizational Citizenship Behavior

Conceptually, Job Satisfaction represents a comprehensive assessment of employees' perceptual orientations toward professional environments, discernible through their constructive dispositions regarding workplace interactions (Basalamah & As'ad, 2021). According to Purwanto et al (2021) Job Satisfaction constitutes an individual's affective response, manifesting as a nuanced evaluation of professional circumstances and contextual conditions. Individuals experiencing elevated levels of occupational contentment demonstrate heightened organizational engagement, whereas those experiencing diminished workplace satisfaction encounter significant challenges in organizational participation (Karyatun et al., 2023). The significance of Job Satisfaction emerges through its capacity to illuminate the efficacy of interpersonal dynamics and organizational architectures, simultaneously reflecting the perceived relational quality between personnel and administrative hierarchies (Aslan et al., 2022). As for Black et al (2019) Explaining Job Satisfaction can be seen using five dimensions, namely: (1) satisfaction with the job itself; (2) wages or salaries; (3) promotional opportunities; (4) supervision; (5) co-workers. Empirical observations indicate that professionals experiencing substantial Job Satisfaction demonstrate a propensity toward manifesting positive and voluntarily discretionary Organizational Citizenship Behavior (Wibawa, 2019b). Such Job Satisfaction

engenders a supportive psychological ecosystem wherein workforce members perceive comprehensive acknowledgment, intrinsic value, and professional fulfillment (Munir, 2023). Within this organizational milieu, personnel are intrinsically motivated to generate supplementary contributions transcending prescribed professional responsibilities (Annisah Ahmadya et al., 2024).

Research conducted by Virnanda & Armanu (2023); Rulianti, Erina; Pardede (2022); Maulana, (2020); Sara et al (2023); Setiani et al (2020); Sholikhah & Frianto (2022) Expressed a positive and significant relationship between Job Satisfaction and OCB. However, there is another study from Stephanie et al (2024) This suggests that Job Satisfaction has a negative and significant effect on OCB and research from Pranitasari et al (2023); Irnandi et al (2023) Stated that Job Satisfaction had no effect on OCB.

H2: Job Satisfaction Has a Positive Effect on Organizational Citizenship Behavior

2.5 Influence of Organizational Culture and Loyalty

Organizational Culture is used in different ways in every organization because each organization has its own characteristics (Yanuresta, 2021). Organizational Culture is how members or groups of employees are able to overcome internal and external challenges (S. Sofia et al., 2024). It is important to build and develop an Organizational Culture for employees so that they can use it as a guideline for behavior when facing difficulties (S. Sofia et al., 2024). Corporate Culture plays an important role in fostering employee loyalty and aligning thinking to help achieve company goals (Rose, 2019). If the company's Organizational Culture is upheld by all employees, it will develop strong Loyalty in employees (Rose, 2019).

Previous research from Koroh et al (2023); Bayu et al (2023); Gusti Ayu Made Rina Widiyaniti et al (2021); Muliati, (2020) Stated that Organizational Culture has a positive and significant effect on Loyalty. Different from research Agmasari & Septyarini (2022) Which states that Organizational Culture has no significant effect on Loyalty.

H3: Organizational Culture has a positive effect on Loyalty

2.6 The Effect of Job Satisfaction on Loyalty

Job Satisfaction is a person's emotional condition that is shown through their behavior and attitude, both positive and negative, towards the work done by employees (Siregar et al., 2022). Everyone's Job Satisfaction Level varies depending on the values that are relevant to them (Citra & Fahmi, 2019). Many factors can affect how a person feels about their job, including whether their workplace offers enough challenges, opportunities for growth, and intrinsic satisfaction from the work they do (Zein & Nirawati, 2023).

When employees feel happy and satisfied with their work, they tend to be loyal and make a positive contribution to the company (Septiana et al., 2024).

Previous research Haris et al (2022); Lubis & Adhitya (2024); Ika Lestari et al (2023); Zein & Nirawati (2023) Stated that job satisfaction has a positive and significant influence on loyalty. And research from Meda et al (2022) Stated that Job Satisfaction has a positive and crucial effect on Loyalty. However, there is another study from Anjeli et al (2024) and Citra & Fahmi (2019) Stated that Job Satisfaction has no effect on Loyalty.

H4: Job Satisfaction has a positive effect on Loyalty

2.7 The Influence of Loyalty and Organizational Citizenship Behavior

Loyalty can be defined as loyalty to the entire organization and its leaders and goes beyond the interests of individuals, groups, and organizations (Arifin et al., 2022). One of the main characteristics of loyalty is an intense desire, which plays a positive role in staying in the organization (S. Chen et al., 2022). Employee loyalty benefits both the company and the individuals who work there (Ateeq et al., 2023). For example, a dedicated employee has a higher chance of receiving raises and promotions (Ateeq et al., 2023). Loyal employees are an important resource for a company, so it is essential to retain loyal employees to achieve company success (Hien & Tuan, 2023). Aspects of Job Loyalty According to Sastrohadiwiryo (2002) and

Soegandhi et al. (2013), Among others, obedience to regulations, responsibility to the company, sense of belonging, interpersonal relationships, and love of work. Employees who have a high level of Loyalty tend to show a more positive and proactive OCB (Halimah et al., 2024). Loyalty creates a strong connection between employees and the organization, forming a sense of emotional attachment and commitment that encourages employees to behave more than expected (Halimah et al., 2024). Loyal employees tend to feel responsible for the success of the organization, motivating them to make extra contributions that not only benefit themselves but also improve mutual well-being (Ayu & Helmy, 2023).

Extant scholarly investigations Ayu & Helmy (2023); Firmansyah & Arianto (2023) have elucidated the substantive correlation between Loyalty and Organizational Citizenship Behavior (OCB), demonstrating a statistically significant relationship. Complementary research conducted by Handayani et al (2022); Ramadhanty & Kurniawan (2020); Sara et al (2023) corroborates the positive associative dynamics between Loyalty and OCB. Moreover, the scholarly contributions of Lita, Kunnurul; Sumartik; Abadiyah (2024); Rahayu (2020) further substantiate the proposition that Loyalty engenders a consequential and affirmative influence on Organizational Citizenship Behavior. Conversely, the research by Tahniah et al (2022) presents a divergent perspective, suggesting that Loyalty may not exert a definitive influence on OCB.

H5: Loyalty has a positive effect on Organizational Citizenship Behavior

2.8 The Role of Loyalty Mediation

The mediation role of loyalty in the relationship between organizational culture and job satisfaction with OCB plays a key role in understanding the complex dynamics of an organization. Loyalty creates the foundation for the understanding and internalization of the values contained in the Organizational Culture (I. Sofia et al., 2023). Loyal employees tend to have a stronger identification with those values, which in turn can shape their perception of the extent to which OCB is necessary and valued in an organizational context (Lubalu et al., 2023).

Loyalty indicates the availability of employees to remain loyal to the organization in the long run (Kartini & Dahlia, 2023). This creates stability and support for the organizational culture, which may change over time. Employees who feel loyal may give deeper meaning to their contributions (Vebrianthy et al., 2022). They see OCB as a way to strengthen ties with the organization and achieve common goals, not just as an additional task (Hidayah & Baharun, 2023). Thus, Loyalty can mediate the impact of changes in Organizational Culture on OCB.

Previous research from Herawati et al (2021) Shows that Loyalty can be a critical link that strengthens the positive relationship between Organizational Culture and OCB. Through this role of Loyalty mediation, the relationship between Organizational Culture and OCB becomes more contextual and complex. It is important for organizations to understand these dynamics in order to design the right strategies to strengthen culture, increase loyalty, and ultimately stimulate OCB to achieve long-term success.

H6: Loyalty mediates the influence of Organizational Culture on Organizational Citizenship Behavior

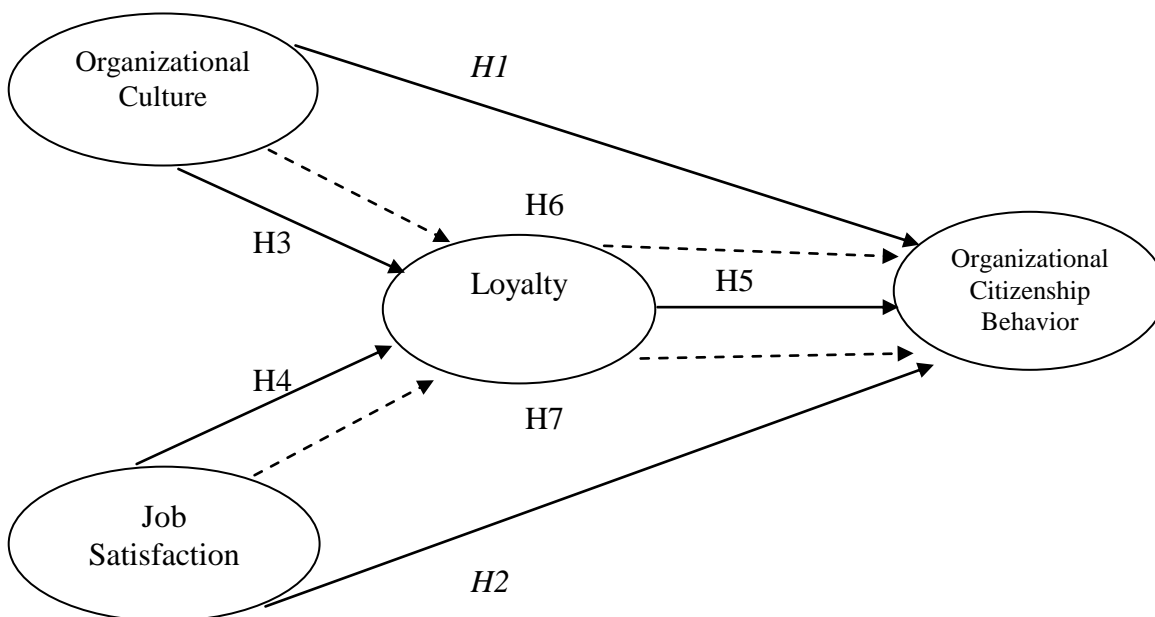
Loyalty creates the foundation for trust and Job Satisfaction. Employees who feel loyal to the organization tend to have a higher level of satisfaction with their work (Meda et al., 2022). This trust and satisfaction can then form a positive attitude towards OCB as a form of contribution that can improve the welfare of the organization (Ramadhanty & Kurniawan, 2020). Employees who feel satisfied and loyal have a greater intrinsic tendency to make extra contributions, collaborate with colleagues, and actively participate in organizational activities (Ramadhanty & Kurniawan, 2020).

Job satisfaction emerges predominantly through an individual's perception of professional accomplishment, substantive acknowledgment, and organizational integration within the workplace milieu (Loudoe et al., 2023). Loyalty, functioning as a mediational construct, materializes when organizational axiological frameworks demonstrate congruence with employees' personal value systems. Such loyalty, conceptualized as an intrinsic motivational mechanism, can precipitate supplementary organizational contributions via Organizational Citizenship Behavior (OCB) (Kirana et al., 2021). When workforce members experience profound organizational attachment and allegiance, they demonstrate heightened propensities to undertake actions conducive to institutional advancement (Erlushandy & Rini, 2024). Personnel experiencing elevated

Job Satisfaction and Loyalty indices exhibit enhanced manifestations of Organizational Citizenship Behavior (Erlushandy & Rini, 2024). Such individuals demonstrate augmented inclinations toward collegial support, proactive engagement in institutional initiatives, and comprehensive organizational objective alignment (Fadly et al., 2023).

Previous research from Ramadhanty & Kurniawan (2020); Sara et al (2023) substantiate Loyalty's potential as a mediational mechanism facilitating positive correlational dynamics between Job Satisfaction and OCB. By leveraging Loyalty's mediational role, organizational leadership can comprehend strategies for OCB enhancement through targeted interventions addressing Job Satisfaction optimization and systematic loyalty development. This methodological approach potentially engenders constructive transformations in workplace culture and holistic organizational productivity.

H7: Loyalty mediates the effect of Job Satisfaction on Organizational Citizenship Behavior



3. Research Methods

The research employs a non-probabilistic sampling methodology, specifically utilizing a comprehensive census sampling approach, wherein each population constituent exhibits variable selection probabilities. The census sampling technique represents a methodological strategy encompassing the comprehensive selection of the entire population cohort (Sugiyono, 2013). Research participants comprised the complete complement of permanent personnel employed at Owabong Water Park, Sanggaluri Park, and Golaga Purbalingga. A Likert-based measurement instrument was administered to assess questionnaire items distributed among 154 permanent organizational members across the aforementioned institutional contexts.

SmartPLS was utilized for data processing, addressing a structural analytical framework incorporating Loyalty as a mediating construct within the interrelational dynamics of Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior. The analytical platform provides Partial Least Squares-Structural Equation Modeling (PLS-SEM), facilitating comprehensive investigative capabilities for researchers examining intricate correlational patterns among latent variables, particularly when confronted with constrained sample dimensions and non-normative distributional characteristics (Marliana, 2019). SmartPLS demonstrates enhanced precision and operational efficiency in mediational model assessments.

The analytical protocol necessitates two comprehensive procedural layers. The initial phase involves inner model evaluation, subsequently progressing to outer model assessment for hypothesis verification and variable interrelationship elucidation. Convergence validity assessment considers loading values exceeding 0.7 and Average Variance Extracted (AVE) values surpassing 0.5. Discriminant validity is subsequently examined through cross-loading and Fornell-Larcker criteria. Indicator reliability is ultimately determined by Cronbach's alpha and Composite Reliability metrics demonstrating values in excess of 0.70 (Hair et al., 2017).

Tabel 1. Operasionalisasi Variabel

No	Variable	Indicator	Source
1	Organizational Citizenship Behavior	Altruism	Organ 2006 in the (Rejeki et al., 2019)
		Conscientiousness	
		Sportsmanship	
		Courtesy	
		Civic Virtue	
2	Organizational Culture	Organizational Support	(Boke & Nalla, 2009)
		Job Challenges	
		Loyalty	
		Social Relations	
		Cooperation	
3	Job Satisfaction	Job satisfaction itself	(Black et al., 2019)
		Wages or salaries	
		Promotional Opportunities	
		Supervision	
		Co-workers	
4	Loyalty	Obey the rules	Sastrohadiwiryo 2002 in the (Soegandhi et al., 2013)
		Responsibilities on the job	
		Sense of belonging	
		Interpersonal relationships	
		Love of work	

4. Results And Discussion

4.1 Characteristics Responden

Table 2 delineates the demographic and professional attributes of the study participants, encompassing demographic variables such as gender composition, chronological age distribution, matrimonial status, and professional tenure. This tabular representation offers a comprehensive demographic profile of the research subjects who contributed to and engaged in the investigative process.

Table 2. Respondent Identity Profiles

Characteristic	Category	Frequency	Presented
Gender	Man	123	79,87
	Woman	31	20,13
Age	< 20 years	0	0,00
	21-30 years old	18	11,69
	31-40 years old	58	37,66
	41-50 years old	74	48,05
	>50 years	4	2,60
Marital status	Marry	141	91,56
	Unmarried	13	8,44
Length of work	5-10 years	52	33,77
	11-15 years	78	50,65
	>15 years	24	15,58

*Source: Primary Data (2024)

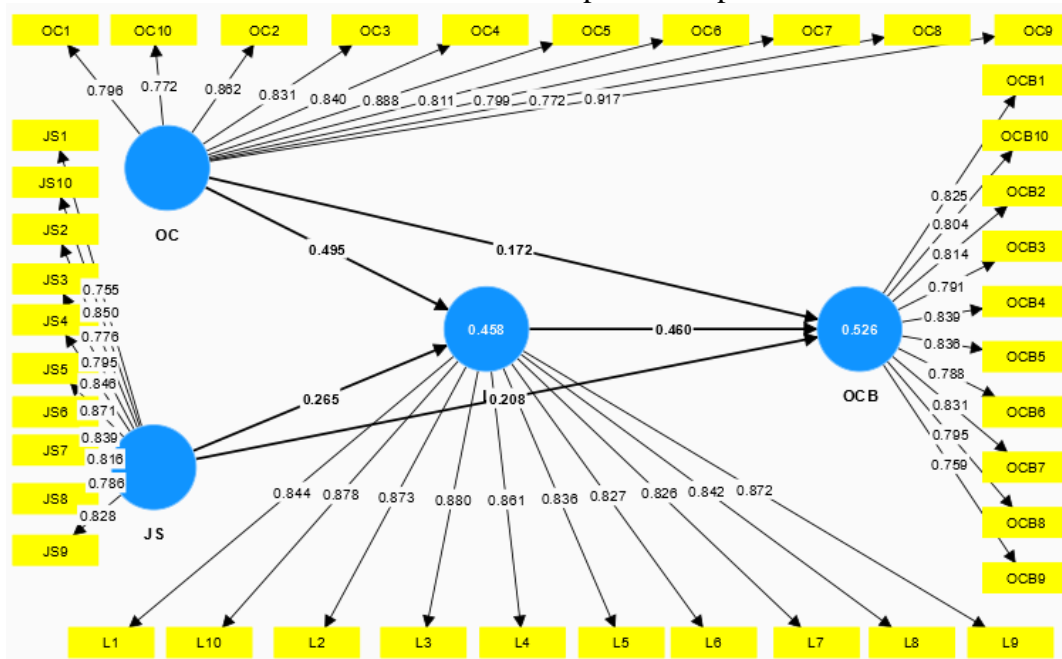
The analysis of respondent characteristics gave the result that most of the respondents were male (79.87%) and most were between the ages of 41-50 years old (48.05%). In addition, 91.56% of respondents are married, this shows their social stability. Finally, the majority of respondents stated that they have work experience in their field, which is between 11 to 15 years (50.65%).

4.2 Evaluation of the measurement model (Outer Model)

Convergence validity and reliability test

Figure 1 shows a graphical representation of the model and the relationships between variables, while Tables 3 and 4 show the results of validity and reliability tests for the constructs used in this study. The convergence validity test was measured using the AVE value and the loading factor value with the condition that the AVE > 0.50 and the loading factor > 0.70. Meanwhile, reliability was tested with composite reliability with a condition of >0.70.

Picture 1. Graphical Output



*Source: Primary Data (2024)

Table 3. Outer Loadings

	OC		JS		L		OCB
OC1	0.796	JS1	0.755	L1	0.844	OCB1	0.825
OC2	0.862	JS2	0.776	L2	0.873	OCB2	0.814
OC3	0.831	JS3	0.795	L3	0.880	OCB3	0.791
OC4	0.840	JS4	0.846	L4	0.861	OCB4	0.839
OC5	0.888	JS5	0.871	L5	0.836	OCB5	0.836
OC6	0.811	JS6	0.839	L6	0.827	OCB6	0.788
OC7	0.799	JS7	0.816	L7	0.826	OCB7	0.831
OC8	0.772	JS8	0.786	L8	0.842	OCB8	0.795
OC9	0.917	JS9	0.828	L9	0.872	OCB9	0.759
OC10	0.772	JS10	0.850	L10	0.878	OCB10	0.804

*Source: Primary Data (2024)

*Notes: (OC) Organizational Culture, (JS) Job Satisfaction, (L) Loyalty, (OCB) Organizational Citizenship Behavior

Table 4. Convergent validity and reliability

Variable	Cronbach's alpha	Composite reliability	AVE
OC	0.949	0.957	0.689
JS	0.944	0.952	0.667
L	0.959	0.964	0.730
OCB	0.941	0.950	0.654

*Source: Primary Data (2024)

*Notes: (OC) Organizational Culture, (JS) Job Satisfaction, (L) Loyalty, (OCB) Organizational Citizenship Behavior

The results of the convergence validity test show that each item of the measuring instrument produces an AVE value of >0.50 , and the loading factor for all indicators produces a value of >0.70 . This shows that the instrument has sufficient convergent validity to accurately measure the constructs discussed in this study, and all indicators are considered valid for assessing latent variables. Each reliability analysis result has a value of >0.70 . In addition, the standards required for Cronbach's Alpha were met, adding to the confidence of the measurements used in this study.

Fornell-Larcker Discrimination Validity Test

Table 5 shows the results of the analysis of the validity of discrimination using the Fornell-Larcker criterion.

Table 5. Discriminant Validity Fornell-Larcker

Variable	OC	JS	L	OCB
Organizational Culture	0,830			
Job Satisfaction	0,542	0,817		
Loyalty	0,639	0,533	0,854	
Organizational Citizenship Behavior	0,579	0,546	0,681	0,808

*Source: Primary Data (2024)

The root value of AVE on the diagonal will have a larger square each time it is matched with a different variable, resulting in a value of >0.70 . The results showed that all variables met the Fornell-Larcker discriminatory validity requirements and were considered valid.

In addition, based on cross-loading analysis, each indicator has a high loading value, namely with a value of >0.70 , so that these indicators have a strong and significant attachment to the tested construct and good convergence validity.

4.3 Structural Model Evaluation (Inner Model)

R-Square Test

The statistical analysis depicted in Table 6 illustrates the coefficient of determination (R Square). This metric quantifies the proportion of variance in the dependent variable that can be systematically elucidated by the independent variable(s).

Table 6. R-Square

Variable	R-square	R-square adjusted
Loyalty	0,458	0,451
OCB	0,526	0,517

*Source: Primary Data (2024)

The R-Square value presented in Table 6 demonstrates notably acceptable outcomes. Specifically, the R-Square value corresponding to the Loyalty variable, measuring 0.458, indicates that the control mechanism

can elucidate approximately 45.8% of the variance within the Loyalty variable. Similarly, the R-squared value associated with the Organizational Citizenship Behavior (OCB) variable of 0.526 suggests that the control mechanism can explicate approximately 52.5% of the variance in the OCB variable. These empirical findings substantiate that the proposed analytical model provides a sufficiently robust representation of the interrelationships among the investigated variables.

Hypothesis Testing

The analytical presentation depicted in Table 7 elucidates the comprehensive outcomes of hypothesis testing, specifically examining the causal relationships and statistical significance of direct and indirect variable interactions. The primary objective of this methodological investigation is to ascertain the precise directional impact and statistical substantiation of independent variables' influence on dependent variables through intermediary mechanisms.

Table 7. Hypothesis Testing (Direct & Indirect Effect)

Hypothesis		Path Coefficients	T Statistic	P Values	Conclusion
OC→OCB	H1	0,400	4,976	0,000	Accepted
JS→ OCB	H2	0,330	3,406	0,000	Accepted
OC → L	H3	0,495	5,817	0,000	Accepted
JS → L	H4	0,265	3,416	0,000	Accepted
L→ OCB	H5	0,460	4,723	0,000	Accepted
OC→L →OCB	H6	0,228	3,413	0,000	Accepted
JS→L→OCB	H7	0,122	2,914	0,002	Accepted

**Source: Primary Data 2024*

**Notes: (OC) Organizational Culture, (JS) Job Satisfaction, (L) Loyalty, (OCB) Organizational Citizenship Behavior.*

The concluding analytical assessment encompasses hypothesis verification to ascertain the interrelationships among research variables delineated in Table 7. When the statistical T-value exceeds 1.960 and the P-value is less than 0.05, hypothesis testing postulates that the independent variable exerts a statistically significant influence on the dependent variable. Empirical analysis revealed uniformly positive route coefficients across variable associations. All requisite statistical criteria for P-values <0.05 and Statistical T >1.960 were comprehensively satisfied. Consequently, the comprehensive hypothesis validation demonstrates the following statistically significant correlational findings: Organizational Culture exhibits a substantial positive correlation with Organizational Citizenship Behavior (OCB), characterized by a coefficient of $\beta= 0.400$ with P-values of 0.000, Job Satisfaction demonstrates a significant positive correlation with OCB, evidenced by a coefficient of $\beta= 0.330$ with P-values of 0.000, Organizational Culture manifests a pronounced positive correlation with Loyalty, indicated by a coefficient of $\beta= 0.495$ with P-values of 0.000, Job Satisfaction reveals a meaningful positive correlation with Loyalty, represented by a coefficient of $\beta= 0.265$ with P-values of 0.000, Loyalty presents a significant positive correlation with OCB, characterized by a coefficient of $\beta= 0.460$ with P-values of 0.000, Organizational Culture demonstrates a significant positive mediational effect on OCB through Loyalty, with a coefficient of $\beta= 0.228$ and P-values of 0.000 & Job Satisfaction indicates a significant positive mediational effect on OCB through Loyalty, with a coefficient of $\beta= 0.122$ and P-values of 0.002.

The Influence of Organizational Culture on Organizational Citizenship Behavior

The empirical investigation revealed a statistically significant positive correlation between Organizational Culture and Organizational Citizenship Behavior (OCB), thereby substantiating the validation of Hypothesis 1. This scholarly finding is corroborated by multiple contemporary research investigations (Aji Winoto, 2020); (Kamil & Rivai, 2021); (Hayati, 2020); (Najih & Mansyur, 2022) (Satyawati & Rahyuda, 2022).

Empirical evidence suggests that as the robustness and positive attributes of Organizational Culture intensify, employees are progressively more inclined to manifest Organizational Citizenship Behavior, characterized by collaborative interactions with colleagues, proactive initiative-taking, and substantive

contributions to a harmonious and operationally efficient workplace milieu (Zahreni et al., 2021). These analytical insights underscore the critical imperative of cultivating and maintaining a conducive organizational environment that systematically acknowledges and promotes individual workforce contributions. The strategic implementation of such organizational dynamics is potentially instrumental in augmenting Organizational Citizenship Behavior, which subsequently facilitates organizational resilience and long-term operational sustainability (Karmila, 2019).

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The empirical investigation reveals that Job Satisfaction demonstrates a statistically significant positive correlation with Organizational Citizenship Behavior (OCB), thereby validating the second hypothesis. This scholarly finding is substantiated by multiple contemporary research investigations (Virnanda & Armanu, 2023); (Rulianti, Erina; Pardede, 2022); (Maulana, 2020); (Sara et al., 2023); (Setiani et al., 2020); (Sholikhah & Frianto, 2022).

The observed correlation is substantively grounded in social exchange theoretical frameworks, which postulate that organizational members tend to transcend prescribed role expectations when experiencing pronounced professional contentment (Harumi & Riana, 2019). Empirical evidence suggests that workforce members exhibit heightened propensities to provide organizational support beyond prescribed professional boundaries when experiencing comprehensive workplace satisfaction, encompassing dimensions such as optimal working environments, compensation structures, interpersonal workplace dynamics, and professional progression trajectories (Stephanie et al., 2024). Consequently, Job Satisfaction precipitates proactive and altruistic behavioral manifestations within organizational contexts (Sholikhah & Frianto, 2022).

The Influence of Organizational Culture on Loyalty

The empirical investigation revealed that Organizational Culture exerted a statistically significant positive influence on Loyalty, thereby validating the third hypothesis (H3). This scholarly inquiry finds substantiation in contemporary research conducted by (Koroh et al., 2023); (Bayu et al., 2023); (Gusti Ayu Made Rina Widiyaniti et al., 2021); (Muliati, 2020).

A critical determinant in cultivating Loyalty emerges through Organizational Culture (Syamsudin, 2024). The sophistication and depth of Organizational Culture within an organizational context correlates positively with enhanced employee loyalty levels (Gaol, 2024). Fundamentally, the organizational cultural framework facilitates a nuanced comprehension of employee psychological dynamics (Gaol, 2024). The substantial correlation between Organizational Culture and Loyalty can be attributed to individuals' intrinsic requirements for occupational stability and innovative autonomy (Sumanti & Wangdra, 2023).

The Effect of Job Satisfaction on Loyalty

The empirical findings of the investigation demonstrated that Job Satisfaction exerted a statistically significant positive influence on Loyalty, thereby validating the fourth hypothesis (H4). This scholarly inquiry receives substantive corroboration from contemporary research conducted by (Haris et al., 2022); (Lubis & Adhitya, 2024); (Ika Lestari et al., 2023); (Zein & Nirawati, 2023).

The observed correlation aligns comprehensively with the theoretical framework of social exchange, which posits that employees' experiential Job Satisfaction precipitates organizational Loyalty. Empirical evidence suggests that individuals experiencing workplace contentment demonstrate a propensity to maintain prolonged organizational affiliation (Syah et al., 2024). The theoretical construct seeks to establish and sustain a reciprocally advantageous relational dynamic between organizational personnel and institutional structures (Nandana & Putra, 2024). Within the intricate interpersonal landscape of organizational interactions, the ramifications of Job Satisfaction on Loyalty emerge as a critical analytical dimension (Fakhrezi et al., 2024). An elevated perception of workplace satisfaction correspondingly correlates with augmented levels of organizational Loyalty (Khoiriyah & Adiati, 2023). Personnel experiencing substantial work-related fulfillment demonstrate heightened motivational engagement, exhibiting increased commitment and proactively contributing toward organizational objectives, thereby intrinsically enhancing their institutional allegiance (Andi et al., 2021).

The Effect of Loyalty on Organizational Citizenship Behavior

The empirical investigation's findings indicated that Loyalty exerted a statistically significant and affirmative influence on Organizational Citizenship Behavior (OCB), consequently validating the fifth hypothesis (H5). This scholarly inquiry receives substantive corroboration from extant research conducted by (Lita, Kunnurul; Sumartik; Abadiyah, 2024); (Ramadhanty & Kurniawan, 2020); (Rahayu, 2020).

The manifestation of an employee's commitment and allegiance toward the organizational entity is encapsulated within the construct of Loyalty, which represents a critical determinant of Organizational Citizenship Behavior (Ayu & Helmy, 2023). Employees demonstrating pronounced loyalty characteristically exhibit enhanced OCB manifestations, encompassing collaborative interpersonal support, proactive initiative, and voluntary engagement in organizational activities that align with and advance the institution's strategic objectives and normative framework (Halimah et al., 2024). Employees will be more likely to take on more responsibility and act in a way that advances the company's success if they feel valued and the company values them as well. Through this devotion, employees are encouraged to go beyond their formal duties and engage in other activities, such as encouraging innovation and change within the organization, providing assistance to colleagues, and demonstrating a strong work ethic (Ayu & Helmy, 2023).

The Influence of Organizational Culture on Organizational Citizenship Behavior with Loyalty as a Mediation

The empirical findings of this investigative study demonstrate that Organizational Culture exerts a statistically significant positive influence on Organizational Citizenship Behavior (OCB) through the mediating variable of Loyalty, thereby validating hypothesis H6. This scholarly investigation receives substantive corroboration from prior academic research (Herawati et al., 2021).

Beyond cultivating an affirmative workplace environment, Organizational Culture substantially modulates employee behavioral patterns. Strategically developing a cultural framework that engenders Loyalty represents a pivotal organizational mechanism for augmenting Organizational Citizenship Behavior. Such an approach can potentially elevate productivity, enhance interpersonal workplace dynamics, and optimize comprehensive organizational performance. The critical imperative emerges to construct and maintain a constructive organizational milieu that systematically promotes employee Loyalty, consequently precipitating an elevation in Organizational Citizenship Behavior.

Empirical observations indicate that organizational entities which acknowledge and stimulate individual professional contributions manifest more pronounced manifestations of OCB.

(Lestari & Kurniawan Sujono, 2022). The longitudinal viability and strategic sustainability of an organizational system are substantially facilitated through robust employee Loyalty, which concurrently ameliorates interpersonal relational dynamics and incrementally enhances operational efficacy and systemic efficiency (Tantri et al., 2022).

The Effect of Job Satisfaction on Organizational Citizenship Behavior with Loyalty as a Mediator.

The empirical findings of this investigation demonstrated that Job Satisfaction exerted a statistically significant positive influence on Organizational Citizenship Behavior (OCB) through the mediating mechanism of Loyalty, thereby validating hypothesis H7. These research outcomes are substantiated by scholarly works from (Ramadhanty & Kurniawan, 2020); (Sara et al., 2023).

Job satisfaction manifests not solely as a direct determinant of Organizational Citizenship Behavior, but additionally functions through loyalty as an intermediary construct. When organizational members experience professional contentment, they develop heightened emotional connectivity to their institutional environment, subsequently motivating discretionary performance beyond prescribed role expectations (Wibawa, 2019). Employees conceptualize the organizational framework as a developmental ecosystem that facilitates individual growth and addresses intrinsic psychological requisites (Abidin, 2024). Consequently, personnel demonstrate augmented loyalty when they perceive equitable treatment and recognize their inherent organizational value (Marlissawaty et al., 2024). An appropriate work environment, recognizing employee achievements, assisting with career development, and promoting strong organizational values are some of the ways to increase Job Satisfaction with the aim of increasing OCB through strengthening employee loyalty. Therefore, encouraging employee loyalty and keeping an eye on job satisfaction is

essential to increase employee engagement within the organization, which can ultimately increase productivity and success.

5. Conclusion

The empirical investigation concludes that Organizational Culture and Job Satisfaction demonstrate a statistically significant and positive correlation with Organizational Citizenship Behavior (OCB). Moreover, the research findings indicate that Loyalty functions as an intermediary mechanism connecting Organizational Culture, Job Satisfaction, and OCB. This scholarly inquiry aims to provide a nuanced and comprehensive analytical perspective on the intricate interrelationships among Organizational Culture, Job Satisfaction, Loyalty, and OCB within organizational contexts. Consequently, the research offers strategic insights for administrative leadership to develop targeted interventions that enhance employee engagement, cultivate an optimal organizational environment, and stimulate discretionary workplace behaviors conducive to institutional advancement.

The research's methodological constraints emerge from the limited extant literature available for comprehensive bibliographic review, which consequently introduces potential analytical constraints. Furthermore, the data collection process through questionnaire administration encountered temporal challenges, attributed to respondents' multifaceted professional responsibilities, necessitating periodic follow-up communications to ensure participant engagement and response completion.

Recommendations for subsequent scholarly investigations propose conducting research across diverse geographical and sectoral domains, specifically targeting educational and manufacturing environments. Such methodological diversification will facilitate the validation of research findings' transferability and generate more profound theoretical and practical insights into the studied phenomena.

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