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The Effect of Job Satisfaction and Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediation Variable at Bank Rakyat Indonesia

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Abstract: This study aims to determine the effect of job satisfaction and organizational culture on organizational citizenship behavior with organizational commitment as a mediating variable at Bank Rakyat Indonesia (BRI) Bo Denpasar Gajah Mada. This type of research is quantitative using secondary data. The population in this study were all employes of BRI Denpasar Gajah Masa. The sample in this study was 260 respondents. The questionnaire data collection technique used Google form. Data processing for descriptive analysis used SPSS statistical application software and was analyzed using SEM with the help of Partial Least Squares (PLS) software. Job satisfaction and organizational culture have a positive and significant influence on organizational citizenship behavior and organizational commitment and organizational culture. has a positive and significant influence on organizational citizenship behavior and organizational commitment. Organizational commitment has a positive and significant influence on organizational citizenship behavior. employee loyalty of PT Bank Rakyat Indonesia (Persero) Tbk BO Denpasar Gajah Mada is very strong Towards customers and other employees, employees are also very satisfied with their performance results, the company culture is very strong and employees are very committed to the targets given by the company

Keywords: Job Satisfaction, Organizational Culture, Organizational Citizenship Behavior, Organizational Commitment.

INTRODUCTION

Human resource development is a part that has a role to facilitate such development. One of the targets in human resource management is the implementation of organizational culture, organizational commitment and employees are able to communicate well in the organization so that there is no organizational silence. Good HR management is not an option, but a must for organizations if they want to grow and be competitive. Companies really need employees who are willing to give their all for the benefit of the company and employees who can be responsible for the work they do, while employees expect the company to be able to provide fair rewards and recognition for their achievements and performance.

Organizational culture is something that is very important for companies and employees because organizational culture can provide a framework related to member behavior and a

climate in carrying out work. If the organizational culture is strong, then members of the organization can consider the rules no longer as obligations that bind, but have become a necessity. In addition, employees can have a sense of togetherness, family and pride in their organization or company which in turn fosters employee satisfaction and commitment, which is why culture is considered important to manage.

Human resources also need to do things that are initiative called Organizational Citizenship Behavior (OCB) which can support the effectiveness of an organization. OCB (Organizational Citizenship Behavior). OCB is extra work behavior that is not part of an employee's formal work obligations, but functions to support the organization's function effectively. As a behavior outside of an employee's formal work obligations, OCB behavior provides benefits to the organization. Organizational commitment is the identification of feelings, involvement, and loyalty shown by employees towards the organization where they serve and work. According to (Wirawan and Dewi, 2020) organizational commitment as a firm belief in the recognition of employees regarding the goals or principles of the organization, and having great confidence in the organization and wanting to remain and survive in the organization. Job satisfaction is a feeling of satisfaction or dissatisfaction of employees in working related to their work in a company. Job satisfaction is a very important factor that must be considered by an organization because job satisfaction determines the success of an organization. Job satisfaction is the first factor achieved by an employee before having an organizational commitment, so it can be concluded that employees who are satisfied with the company will have a high commitment to the company.

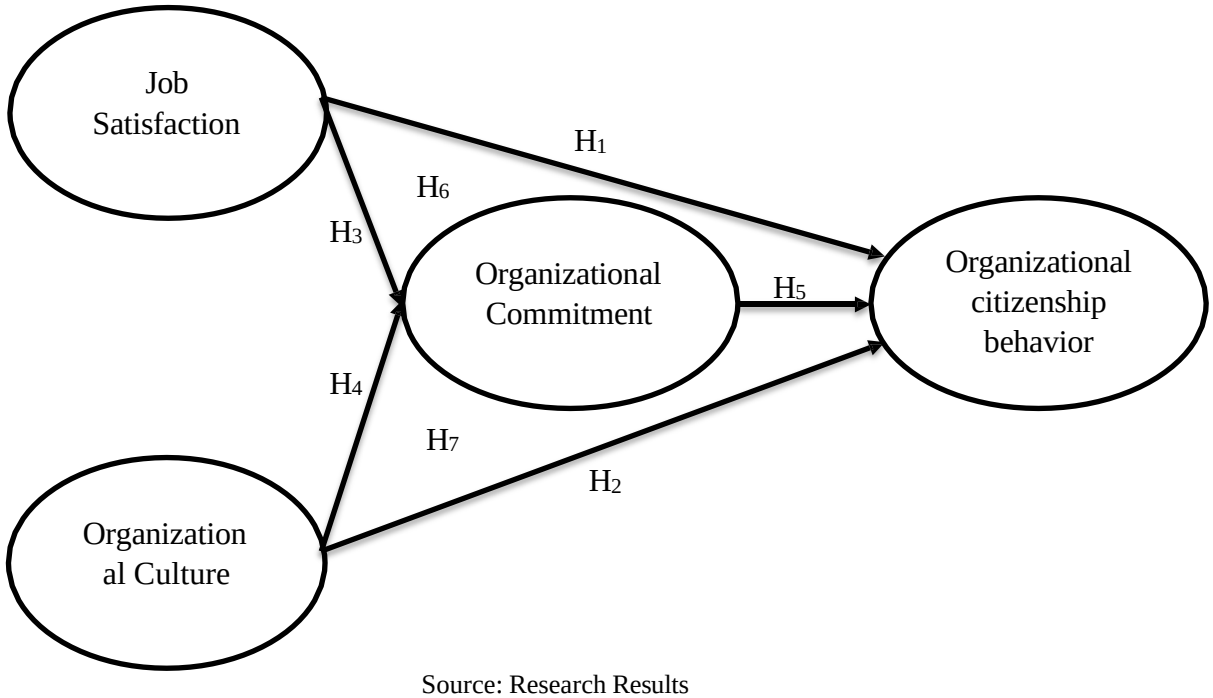
Based on the results of the researcher's initial observations, it shows that PT. Bank Rakyat Indonesia (Persero) Tbk is an Indonesian state-owned enterprise that provides various financial services. Its head office is located in South Jakarta (DKI Jakarta) PT. Bank Rakyat Indonesia certainly has various goals as stated in the company's vision and mission. To achieve this vision and mission, PT. Bank Rakyat Indonesia needs quality human resources. PT. Bank Rakyat Indonesia is required to manage and pay attention to human resources as well as possible. BRI is one of the largest banks in Indonesia with a network spread throughout Indonesia. BRI has more than 7,755 offices, one of which is the Denpasar Gajah Mada Branch Office located at Jalan Gajah Mada No. 5-7, Dauh Puri Kangin, West Denpasar District, Denpasar City. Based on data from the Human Resources Department (HR) of PT. Bank Rakyat Indonesia (Persero) Tbk BO Denpasar Gajah Mada, there is a phenomenon related to organizational commitment. From the results of interviews conducted with HR of PT. Bank Rakyat Indonesia (Persero) Tbk BO Denpasar Gajah Mada, it is known that the loyalty of employees of PT Bank Rakyat Indonesia (Persero) Tbk BO Denpasar Gajah Mada is very strong towards customers and other employees, employees are also very satisfied with the results of their performance, the company culture is very strong and employees are very committed to the targets given by the company.

Based on the phenomenon and background of the problem, it is necessary to conduct research entitled **The Influence of Job Satisfaction and Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediating Variable.**

METHODS

This study was conducted through a quantitative approach with the object of research, namely Bank Rakyat Indonesia BO Denpasar Gajah Mada located at Jalan Gajah Mada No.5-7, Dauh Puri Kangin, West Denpasar District, Denpasar City. The target population in this study was all bank employees with a total of 364 employees. Then, through the sample technique, simple random sampling, 260 employees were obtained who participated as respondents in this study. The data used were obtained through interviews and questionnaires

regarding employee performance, organizational commitment, quality of work life, and job satisfaction. Each answer to the question on the questionnaire uses a semantic differential scale from 1 to 10. The data received was then analyzed using Structural Equation Modeling with the help of the SmartPLS (SEM-PLS) application.



Source: Research Results

Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

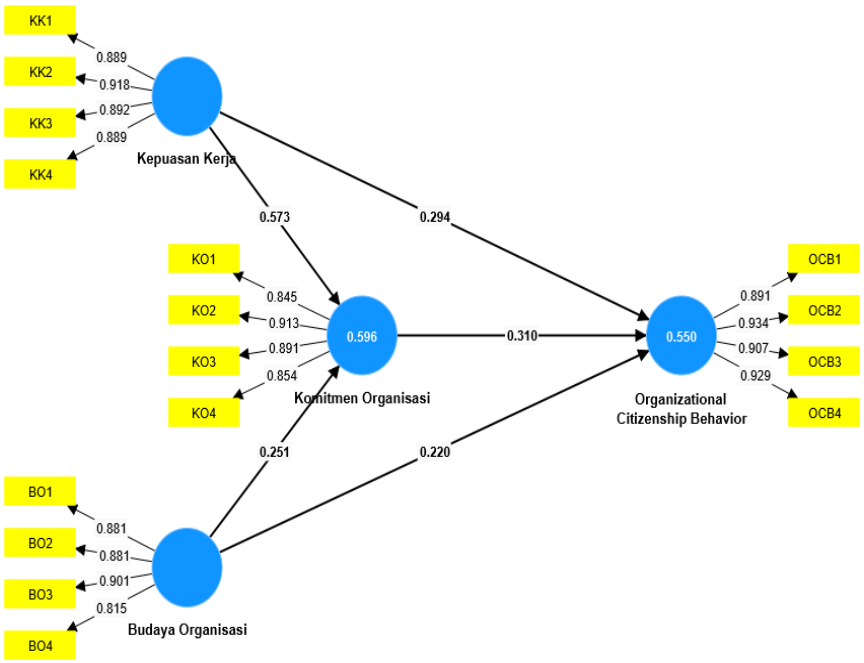
Referring to the results of the calculation of the number of respondents as seen in Table 1, it can be seen that most of the respondents who participated in this study were employees of Bank Rakyat Indonesia BO Denpasar Gajah Mada with female gender, namely 133 people (51.2%), in the age range of 21 to 30 years, amounting to 143 people (55%), and having a final education of bachelor's degree, namely 161 people (61.9%).

Table 1. Respondents Demography

Category	Frequency	Percentage
Gender		
Male	127	48.8%
Female	133	51.2%
Age		
21-30 years	143	55%
31-40 years	66	25.4%
>41 years	51	19.6%
Education		
Senior High School	22	8.5%
Diploma	51	19.6%
Bachelor Degree	161	61.9%
Master Degree	26	10%
Total	260	100%

Source: Data processed, 2025

In measuring the outer model, convergent validity, discriminant validity and unidimensionality tests were carried out.



Source:Data processed, 2025

Figure 2. Outer Model PLS

Through the results of the outer loading test in Table 2, it can be confirmed that all indicators used in each research construct consisting of job satisfaction, organizational culture, organizational commitment, and organizational citizenship behavior have been proven valid considering that the loading value obtained exceeds the requirement of 0.70.

Table 2. Outer Loading Results

	Organizational Culture	Job Satisfaction	Organizational Commitment	*Organizational Citizenship Behavior*
OCU1	**0.881**	0.650	0.570	0.564
OCU2	**0.881**	0.585	0.526	0.536
OCU3	**0.901**	0.642	0.602	0.577
OCU4	**0.815**	0.595	0.590	0.526
JS1	0.645	**0.889**	0.674	0.583
JS2	0.629	**0.918**	0.661	0.623
JS3	0.618	**0.892**	0.688	0.614
JS4	0.661	**0.889**	0.673	0.634
OCO1	0.564	0.593	**0.845**	0.566
OCO2	0.589	0.716	**0.913**	0.607
OCO3	0.623	0.673	**0.891**	0.597
OCO4	0.532	0.646	**0.854**	0.600
OCB1	0.587	0.625	0.649	**0.891**
OCB2	0.597	0.633	0.625	**0.934**
OCB3	0.576	0.645	0.590	**0.907**
OCB4	0.559	0.599	0.610	**0.929**

Source:Data processed, 2025

The results of the AVE test in Table 3 show that all research constructs have obtained AVE values exceeding the requirements of 0.50, which indicates that the data meets the validity requirements well.

Table 3. Average Variance Extracted Results

	***Average Variance Extracted* (AVE)**
Organizational Culture	0.757
Job Satisfaction	0.805
Organizational Commitment	0.768
Organizational Citizenship Behavior	0.838

Source:Data processed, 2025

Based on the results of the cross-loading analysis in Table 4, it can be proven that the correlation of measurement items or indicators with their constructs is greater than the correlation value with other constructs.

Table 4. Cross Loading Results

	Organizational Culture	**Job Satisfaction**	**Organizational Commitment**	***Organizational Citizenship Behavior***
OCU1	**0.881**	0.650	0.570	0.564
OCU2	**0.881**	0.585	0.526	0.536
OCU3	**0.901**	0.642	0.602	0.577
OCU4	**0.815**	0.595	0.590	0.526
JS1	0.645	**0.889**	0.674	0.583
JS2	0.629	**0.918**	0.661	0.623
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OCO4	0.532	0.646	**0.854**	0.600
OCB1	0.587	0.625	0.649	**0.891**
OCB2	0.597	0.633	0.625	**0.934**
OCB3	0.576	0.645	0.590	**0.907**
OCB4	0.559	0.599	0.610	**0.929**

Source:Data processed, 2025

The square root value of AVE in Table 5 proves that the research data is valid because the root value of AVE has been obtained on a construct that is greater than the correlation value with other constructs. Thus, it can be concluded that all research data used is valid and it has been proven that there is no correlation between constructs.

Table 5. Fornell-Larcker Criterion

	Organizational Culture	**Job Satisfaction**	**Organizational Commitment**	***Organizational Citizenship Behavior***
Organizational Culture	0.870			
Job Satisfaction	0.712	0.897		
Organizational Commitment	0.659	0.752	0.876	
Organizational Citizenship Behavior	0.634	0.684	0.676	0.916

Source:Data processed, 2025

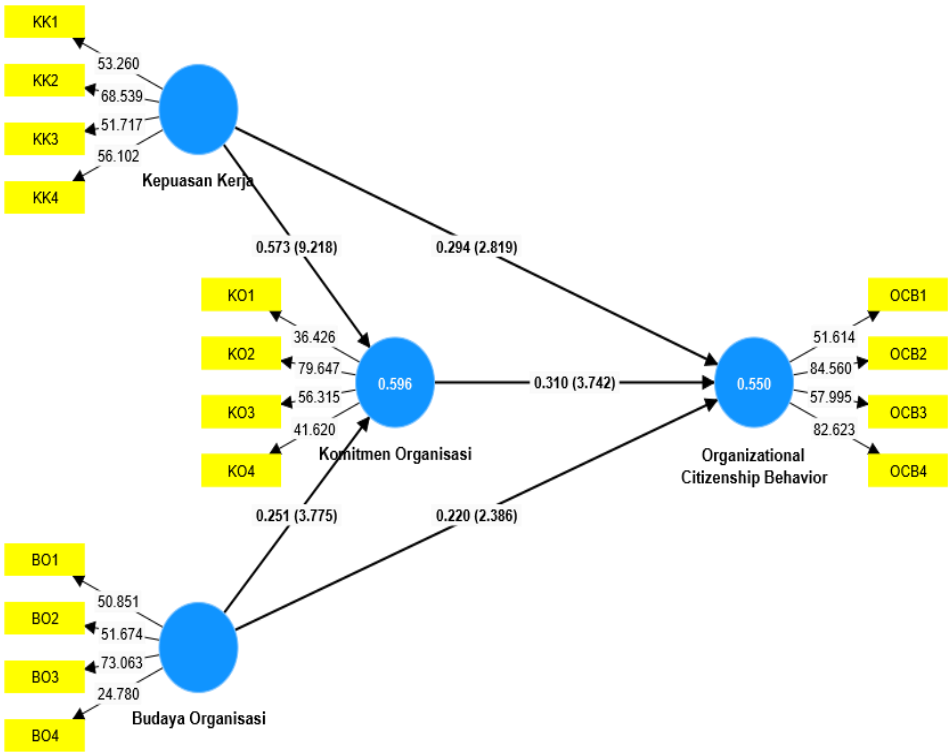
Referring to the results of the reliability analysis in Table 5, it can be proven that all research constructs consisting of job satisfaction, organizational culture, organizational commitment, and organizational citizenship behavior have obtained reliability values exceeding the requirements of 0.70 for all three parameters. This shows that the research data has been proven to have a good level of reliability and data consistency because the reliability requirements have been met properly.

Table 6. Reliability Test Result

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Culture	0.893	0.894	0.926
Job Satisfaction	0.919	0.919	0.943
Organizational Commitment	0.899	0.901	0.930
Organizational Citizenship Behavior	0.936	0.936	0.954

Source:Data processed, 2025

In measuring the inner model, direct effect and indirect effect tests were carried out as well as testing the magnitude of the influence using the determination coefficient analysis (R-Square), analyzing F-Square and Q-square (Cohen et al., 2010; Henseler et al., 2015; Sarwono, 2018:237).



Source:Data processed, 2025

Figure 3. Outer Model PLS

The results of the R2 analysis in Table 7 show that in the organizational commitment construct, the R2 value obtained is 0.596, which means that this construct can be predicted by job satisfaction and organizational culture by 59.6%. While the remaining 40.4% (100% - 59.6%) can be predicted by other determinants not examined in this study. Furthermore, in the organizational citizenship behavior construct, the R2 value obtained is 0.550, which means that this construct can be predicted by job satisfaction, organizational culture, and organizational commitment by 55%. While the remaining 45% (100% - 55%) can be explained by other factors not examined in this study.

Table 7. R-Square Result

	R Square	R Square Adjusted
Organizational Commitment	0.596	0.593
Organizational Citizenship Behavior	0.550	0.545

Source:Data processed, 2025

Table 8 shows the results of the effect size (f2) analysis, where it can be shown that most of the relationships between each construct can be categorized as weak because the f2 value of 0.15 has not been achieved. There is one relationship between constructs that is proven to be very strong, namely the relationship between job satisfaction and organizational commitment which obtained an f2 value of 0.401 or has exceeded the requirement of 0.35.

Table 8. F-Square Result

	Organizational Commitment	Organizational Citizenship Behavior
Organizational Culture	0.077	0.049
Job Satisfaction	0.401	0.068
Organizational Commitment		0.087

Source:Data processed, 2025

The results of the Q2 calculation show that the predictive relevance value obtained in the research model is 0.818 or 81.8%. The results obtained confirm that the research model can be said to be feasible because it has a diversity of data that can be explained by the model of 81.8% which is included in the strong category because it has exceeded 0.35.

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0{,}596)(1 - 0{,}550)$$

$$Q^2 = 1 - (0{,}404)(0{,}450)$$

$$Q^2 = 1 - 0{,}182$$

$$Q^2 = 0{,}818$$

$$Q^2 = 81{,}8\%$$

Hypothesis testing conducted through the PLS bootstrapping procedure in Table 9 confirms that not all direct effect hypotheses can be accepted. This is indicated by the finding of a relationship between constructs that obtains a t-statistic value of less than 1.96 with p-values exceeding a score of 0.05, indicating that there is an insignificant relationship. Furthermore, the findings of the hypothesis testing also confirm that the organizational commitment construct successfully acts as a mediator, this can be indicated by obtaining a t-statistic value of more than the requirement of 1.96 with a p-value of less than 0.05.

Table 9. Hypotheses Test Result

		Original Sample	T Statistics	P Values
H1	Job Satisfaction → Organizational Citizenship Behavior	0.294	2.819	0.005
H2	Organizational Culture→ Organizational Citizenship Behavior	0.220	2.386	0.017
H3	Job Satisfaction → Organizational Commitment	0.573	9.218	0.000
H4	Organizational Culture → Organizational Commitment	0.251	3.775	0.000
H5	Organizational Commitment→ Organizational Citizenship Behavior	0.310	3.742	0.000
H6	Job Satisfaction → Organizational Commitment → Organizational Citizenship Behavior	0.178	3.241	0.001
H7	Organizational Culture→ Organizational Commitment → Organizational Citizenship Behavior	0.078	2.839	0.005

Source:Data processed, 2025

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Through the results of hypothesis testing, it was found that job satisfaction has a positive influence on the construct of organizational citizenship behavior as indicated by the original sample value of 0.294. Furthermore, the results of the significance test of the relationship between constructs with the t-statistic value showed a value of 2.819 (> 1.96) and p-values of 0.005 (< 0.05). The findings obtained confirmed that job satisfaction has a positive and significant effect on organizational citizenship behavior. In this case, employees who are satisfied with their jobs will be more likely to be involved in activities that strengthen the organization such as helping each other with coworkers, completing tasks outside of their obligations, and showing greater commitment to the organization. Thus, increasing employee job satisfaction can ultimately encourage employees to behave more positively and support the success of the organization as a whole.

The findings of this study are in line with the results of Kurniawan's study (2020) which shows that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB), the better the job satisfaction, the higher the OCB. Furthermore, this finding is supported by the results of Lubis's study (2020) which shows that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB). In line with the research above, Sholikhah & Frianto also found the same results in their study which revealed that job satisfaction has a significant effect on OCB. Organizations need employees who have OCB behavior, because this behavior will have a positive impact on the organization. Watoni & Suyono (in Sholikhah & Frianto, 2022: 292) argue that employees who are satisfied with their jobs can have a bond with their jobs, which makes employees not want to change jobs. Satisfied employees tend to talk positively about the organization, are loyal to their place of work, help other individuals, and go beyond normal expectations in their jobs.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Through the results of hypothesis testing, it was found that organizational culture has a positive influence on the construct of organizational citizenship behavior as indicated by the original sample value of 0.220. Furthermore, the results of the significance test of the relationship between constructs with the t-statistic value showed a value of 2.386 (> 1.96) and p-values of 0.017 (< 0.05). The findings obtained confirmed that organizational culture has a positive and significant influence on organizational citizenship behavior. In this case, a strong

and supportive organizational culture will increase the tendency of employees to demonstrate organizational citizenship behavior. Employees who work in companies that promote a positive and supportive work culture will certainly motivate employees to play an active role in achieving organizational goals, as well as encourage them to contribute more to the organization. Thus, strengthening a positive organizational culture can facilitate higher OCB among employees.

The results of this study strengthen the findings of the study by Mahardika & Wibawa, (2021) which states that organizational culture has a positive and significant influence on Organizational Citizenship Behavior, when organizational culture is implemented very well in the organization, it will increase the attitude of Organizational Citizenship Behavior in employees. Organizational Citizenship Behavior possessed by employees develops along with the socialization process and the values that exist in the organization. Furthermore, these results also support the argument of Ariani et al., (2020) which states that the high commitment held by members of the organization will create a sense of pride in the organization and a feeling that the organization has a great meaning for them. If the organizational culture that is created is good and the understanding of employee organizational culture is also high, then Organizational Citizenship Behavior will be created well and mediated by high organizational commitment from employees will support the creation of Organizational Citizenship Behavior from employees.

The Influence of Job Satisfaction on Organizational Commitment

Through the results of hypothesis testing, it was found that job satisfaction has a positive influence on the construct of organizational commitment as indicated by the original sample value of 0.573. Furthermore, the results of the significance test of the relationship between constructs with the t-statistic value showed a value of 9.218 (> 1.96) and p-values of 0.000 (< 0.05). The findings obtained confirmed that job satisfaction has a positive and significant effect on organizational commitment. In this case, the high level of employee satisfaction in working has been shown to play an important role in increasing their commitment to the organization. Employees who are satisfied with their jobs will tend to have a stronger emotional bond with the organization where they work, which can encourage them to be more dedicated and persist in the long term to achieve organizational goals.

The findings in this study were found to be in line with the results of the study by Wardhani et al. (2021) who stated that job satisfaction has a significant effect on employee organizational commitment. Tentama & Pranungsari (2020) stated that there is a positive effect between teacher job satisfaction on organizational commitment. Karakus et al. (2021) and Shurbagi (2021) found that job satisfaction has a significant positive effect on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

Through the results of hypothesis testing, it was found that organizational culture has a positive influence on the construct of organizational commitment as indicated by the original sample value of 0.251. Furthermore, the results of the significance test of the relationship between constructs with t-statistic values show a value of 3.775 (> 1.96) and p-values of 0.017 (< 0.05). The findings obtained confirm that organizational culture has a positive and significant effect on organizational commitment. In this case, a positive organizational culture is believed to be able to increase employee commitment to the organization where they work. Employees who work in organizations that have a strong culture by supporting values of trust or mutual respect are believed to be able to encourage the creation of a sense of belonging in the minds of employees towards the organization.

The results of this study are supported by the findings of Mahayasa, (2021) which states that organizational culture has a significant positive effect on Organizational Citizenship Behavior in private general hospitals in Denpasar City. This is also in line with the research results of Wijaya & Ahyar (2021) and Pemayun & Wibawa (2020) which argue that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior where the better the understanding of organizational culture, the higher the application of Organizational Citizenship Behavior. The right organizational culture will produce effectiveness according to the expectations of the organization. Organizational culture is needed to foster cooperation, responsibility, professionalism and teamwork so as to produce positive behavior, one of which is Organizational Citizenship Behavior (Azmy, 202; Soelton & Vizano, 2020).

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Through the results of hypothesis testing, it was found that organizational commitment has a positive effect on the construct of organizational citizenship behavior as indicated by the original sample value of 0.310. Furthermore, the results of the significance test of the relationship between constructs with t-statistic values show a value of 3.742 (> 1.96) and p-values of 0.017 (< 0.05). The findings obtained confirm that organizational commitment has a positive and significant effect on organizational citizenship behavior. In this case, employees who have a high commitment to the organization will be more likely to show higher OCB. Employees who feel emotionally or professionally attached to the organization will encourage employees to try to show optimal performance and contribute to achieving organizational goals.

The findings in this study strengthen the results of the study by Wibawa & Putra (2020) which states that the influence of organizational culture on organizational commitment is mediated by job satisfaction where organizational culture has a strong impact on employee behavior followed by organizational effectiveness and will make it easier for managers to understand the organization where they work not only for the formulation of policies and procedures, but to understand human behavior and the utilization of human resources in the best way. Furthermore, research conducted by Permatasari & Supartha (2021), Dewi & Surya (2021) and Lanjar et al., (2020) shows that organizational culture has a significant influence on organizational commitment.

The Role of Organizational Commitment in Mediating the Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of the mediation hypothesis test (indirect effect) through the PLS bootstrapping procedure successfully proved that the organizational commitment construct was successful in acting as a mediating construct, considering that a significant relationship was found. This can be supported by the results of the hypothesis analysis which proves that the t-statistic value of 3.241 (> 1.96) was obtained with p-values of 0.001 (< 0.05). Thus, it can be concluded that statistically, the relationship between the job satisfaction construct and organizational citizenship behavior can be significantly mediated by the organizational commitment construct. In other words, the sixth hypothesis can be accepted.

This finding is supported by the results of research by Sesen and Basim (2020) stating that organizational commitment can be an intermediary variable in the relationship between job satisfaction and OCB. This statement is supported by research conducted by Pradhiptya (2021) which states that organizational commitment is proven to be a mediating variable between job satisfaction and OCB. Research conducted by Zeinabadi (2020) states that job satisfaction is the dominant variable that influences OCB directly and indirectly through the partial mediation role of organizational commitment. Research conducted by Darmawati

(2020) states that organizational commitment mediates the effect of job satisfaction on OCB in employees of Yogyakarta State University. These results indicate that the higher the level of employee job satisfaction, the organizational commitment will increase and with a high level of organizational commitment will increase OCB.

The Role of Organizational Commitment in Mediating the Influence of Organizational Culture on Organizational Citizenship Behavior

The results of the mediation hypothesis test (indirect effect) through the PLS bootstrapping procedure successfully proved that the organizational commitment construct was successful in acting as a mediating construct, considering that a significant relationship was found. This can be supported by the results of the hypothesis analysis which proves that the t-statistic value of 2.839 (> 1.96) was obtained with p-values of 0.005 (< 0.05). Thus, it can be concluded that statistically, the relationship between the organizational culture construct and organizational citizenship behavior can be significantly mediated by the organizational commitment construct. In other words, the seventh hypothesis can be accepted.

The results of this study were found to be able to strengthen the research results of Wijaya and Ahyar (2020) which found that organizational culture and organizational support for OCB with organizational commitment as a mediating variable had a positive and significant effect. Organizational commitment is a good mediating variable to find out between organizational culture, leadership style and justice towards OCB, because in this study organizational commitment has the greatest positive and significant effect when compared to other variables (Khan & Rashid, 2022).

CONCLUSION

Based on the results of the study and discussion, the following conclusions can be drawn; Job satisfaction has a positive and significant effect on organizational citizenship behavior, Organizational culture has a positive and significant effect on organizational citizenship behavior, Job satisfaction has a positive and significant effect on organizational commitment, Organizational culture has a positive and significant effect on organizational commitment, Organizational commitment has a positive and significant effect on organizational citizenship behavior, The relationship between the construct of job satisfaction and organizational citizenship behavior can be significantly mediated by the construct of organizational commitment, and The relationship between the construct of work culture and organizational citizenship behavior can be significantly mediated by the construct of organizational commitment.

The suggestions that can be given based on the discussion and conclusions of this study are as follows: the management of Bank Rakyat Indonesia BO Denpasar Gajah Mada is expected to make efforts to improve the leadership style applied, where it is necessary to encourage openness and collaboration between colleagues, it is important to improve the organizational culture that has been built at Bank Rakyat Indonesia BO Denpasar Gajah Mada by conducting routine evaluations of communication patterns and coordination between departments in the organization, work commitment can be improved by creating a supportive work environment and by providing opportunities for employees to develop. In addition, organizations also need to provide rewards for employees who have contributed and can also pay attention to their overall welfare. Then, further research can expand the population and research samples to provide broader insights into the factors that influence organizational commitment and organizational citizenship behavior. Further researchers can also add other determinants that were not studied in this study such as work discipline, work motivation, work environment, and others with the aim of providing a deeper understanding of the factors that

can increase employee commitment to the organization and organizational citizenship behavior.

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