

The Mediating Role of Job Satisfaction in Linking Organizational Culture and Self-Efficacy to Organizational Citizenship Behavior: A Study of Nurses in RSI Garam Kalianget Sumenep

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Abstract: This study aims to analyze the influence of organizational culture and self-efficacy on organizational citizenship behavior with job satisfaction as a mediating variable among nurses at RSI Garam Kalianget Sumenep. The background is based on the importance of extra work behavior in improving the effectiveness of health services. The approach used is quantitative with descriptive and explanatory methods, as well as purposive sampling techniques with 114 respondents. Data analysis was conducted using SEM-PLS via SmartPLS 4.1.0.8. The results indicate that organizational culture and self-efficacy have a positive and significant effect on job satisfaction and organizational citizenship behavior. Job satisfaction was also found to significantly mediate this relationship. These findings underscore the important role of job satisfaction in encouraging voluntary employee behavior. The novelty of this research lies in testing an integrative model that simultaneously involves organizational culture, self-efficacy, job satisfaction, and organizational citizenship behavior, and was conducted in the context of a type C private hospital in an island region that has been rarely studied. This study also addresses inconsistencies in previous studies through a mediation approach. Practically, the results suggest that management should strengthen the internalization of organizational values through training and role modelling, and focus on enhancing self-efficacy and job satisfaction to promote organizational citizenship behavior that impacts service quality and hospital reputation.

Keywords: Job Satisfaction, Mediation Analysis, Organizational Citizenship Behavior, Organizational Culture, Self-Efficacy

A. Introduction

Human resources (HR) act as drivers, thinkers, and planners within an organization, making them the primary determinants of organizational progress (Hasibuan, 2017). The success of an organization is highly dependent on the competence of its HR in carrying out activities and work procedures effectively (Nursalita & Soliha, 2024). In improving performance, the development of voluntary work behavior or organizational citizenship behavior is important as it can enhance organizational

effectiveness (Legowo, 2022). However, a survey by the Indonesian Research Institute (2021) shows that the majority of workers have not demonstrated optimal organizational citizenship behavior, with only 23.3% of workers exhibiting high organizational citizenship behavior. In the context of hospitals, particularly the nursing profession, which demands collaboration and contributions beyond formal duties, a strong organizational culture is believed to foster organizational citizenship behavior through shared values and a positive work climate (Denison, 1990; Arundita et al., 2021). Several studies have identified that organizational culture, transformational leadership, and organizational commitment influence organizational citizenship behavior (Podsakoff et al., 2000; Maesaroh, 2022).

However, research findings on the influence of organizational culture on organizational citizenship behavior remain inconsistent. Some studies have found a significant positive relationship (Siswondo et al., 2022; Maesaroh, 2022), while others have shown negative or insignificant results (Kasyfillah, 2024). This indicates that there are other variables influencing this relationship. One potential psychological variable that could serve as a mediator is self-efficacy, which refers to an individual's belief in their ability to complete tasks (Bandura, 1986). However, there are few studies that explicitly combine organizational environmental factors and individual cognitive factors in a single model to explain the formation of organizational citizenship behavior, particularly among nurses in island regions that face unique challenges.

This study offers novelty by integrating two main theoretical approaches, namely Social Cognitive Theory (Bandura, 1986) and Social Exchange Theory (Blau, 1964), in explaining the formation of organizational citizenship behavior. The developed model also incorporates job satisfaction as a mediating variable to explain the indirect mechanism of the influence of organizational culture and self-efficacy on organizational citizenship behavior. Additionally, this study was conducted at Garam Kalianget Islamic Hospital in Sumenep District, a hospital in a rarely studied island region, thereby providing new contextual value to the literature on organizational citizenship behavior.

Thus, this study aims to analyze the influence of organizational culture and self-efficacy on job satisfaction and organizational citizenship behavior among nurses, as well as to examine the mediating role of job satisfaction in this relationship. This study also aims to develop an integrative conceptual model that combines organizational environment perspectives and individual psychological factors in the context of hospitals in island regions. The results of this study are expected to contribute both theoretically and practically to human resource management, particularly in the healthcare sector in remote areas.

B. Methods

Research Design

The hypotheses in this study are as follows:

- H1: Organizational culture has a positive and significant effect on organizational citizenship behavior.
- H2: Self-efficacy has a positive and significant effect on organizational citizenship behavior.
- H3: Organizational culture has a positive and significant effect on job satisfaction.
- H4: Self-efficacy has a positive and significant effect on job satisfaction
- H5: Job satisfaction has a positive and significant effect on organizational citizenship behavior
- H6: Organizational culture has a positive and significant effect on organizational citizenship behavior through job satisfaction
- H7: Self-efficacy has a positive and significant effect on organizational citizenship behavior through job satisfaction.

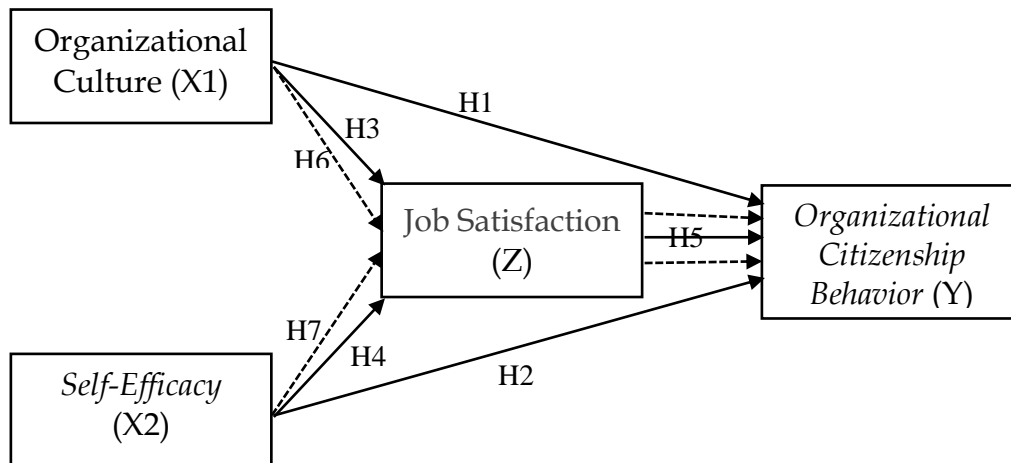


Figure 1. Conceptual Framework

This study uses a quantitative approach with a mediation analysis model to examine the influence of organizational culture (X1) and self-efficacy (X2) on organizational citizenship behavior (Y) through job satisfaction (Z). The conceptual framework (Figure 3.1) integrates Social Cognitive Theory. (Bandura, 1997) and Social Exchange Theory (SET) to explain the direct and indirect relationships between variables. The study population consists of all nurses at Garam Kalianget Islamic Hospital, totaling 160 nurses. The sample was selected purposively based on specific criteria established by the us. This method was chosen to ensure that the sample truly aligns with the characteristics or conditions relevant to the study objectives, thereby yielding more representative and targeted data. Based on the following criteria: (1) Respondents are nurses at the Garam Kalianget Islamic Hospital in Sumenep, (2) Respondents are nurses aged 23-50 years, (3) Respondents have at least 1 (one) year of experience working as nurses. The sample size follows the formula by Hair et al. (2014): 5 x

questionnaire items (17 items) = 114 respondents.

Research Instruments

Data were collected using a closed questionnaire with a 1-5 Likert scale (STS=1 to SS=5). The instruments were validated through theoretical review and adaptation. previous scale:

Table 1. Research Instrument

Variable	Indicator	Item
Organizational Citizenship Behavior (Y) (Organ, 1988)	Altruism	I am always willing to fill in for colleagues who are absent or sick.
		I am always willing to help colleagues who have a heavier workload.
	Courtesy	I always maintain good relationships with my coworkers and respect their rights and privacy.
		I am always willing to help my colleagues solve problems related to work.
	Sportsmanship	I have tolerance for situations within the organization that are not in line with my wishes.
		I try to avoid complaining about work.
	Conscientiousness	I always arrive early at the office so that I can prepare for work.
I always follow company rules.		
organizational culture (X1) (Denison, 1990)	Civic virtue	I always pay attention to and maintain activities such as teamwork.
		I always read and comply with announcements in the workplace.
	Involvement	I am authorized to make decisions related to my work.
		I feel fully responsible for the results of my work.
	Consistency	My behavior at work is guided by organizational values.
		Important information is communicated openly and clearly.
	Adaptability	Companies respond quickly to changes in the external environment.
Patient satisfaction is our top priority.		
Mission	My company has a clear long-term strategy.	
	I feel like I am part of the Company's long-term mission.	
	I feel capable of overcoming various challenges at work.	
Level	I am confident that I can achieve the goals I have set, even though the obstacles are difficult.	
	I am able to adapt to new situations and challenges that arise.	
	I believe that my abilities in one field can be applied to other fields.	
Self-Efficacy (X2) Bandura (1997)	Generality	I have high self-confidence when performing my duties.
		I feel capable of overcoming obstacles and achieving my goals.
Job Satisfaction (Z)	The Job Itself	I am satisfied with my own work.
		Working at this hospital is like being part of my extended family.

(Wahyu Hadi et al., (2023)	<i>Salary</i>	I feel fulfilled with the opportunities provided in the salary increase. I feel that the salary is commensurate with the job.
	<i>Promotion</i>	I am satisfied with my chances of promotion. I feel that all employees have the opportunity to be promoted.
	<i>Colleague</i>	I really like the people I work with. Minimal conflicts with coworkers at the company.
	<i>Supervision</i>	I am very happy to be led by my current boss. The boss is highly skilled in his field.

A structured questionnaire was distributed to respondents. Scores were calculated using a Likert scale, with the average score interpretation being: 1.0–1.80 (very low) to 4.21–5.0 (very high) (Muzajjad & Febriyanti, 2021).

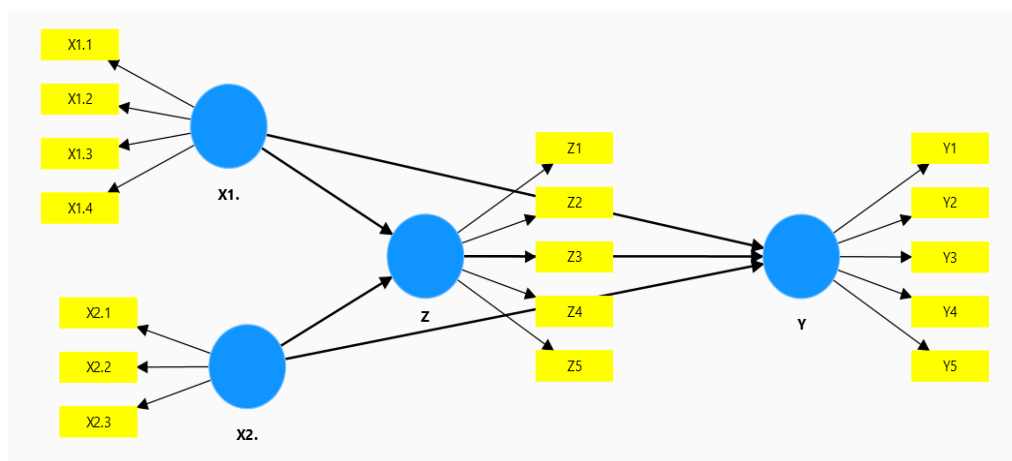


Figure 2. SEM-PLS model

Analysis using SmartPLS 4.0 with Partial Least Square Structural Equation Modeling (PLS-SEM) (Figure 3.2). The procedures used include:

1. Evaluasi Outer Model:
 - a. Convergent validity: Loading factor ≥ 0.70 .
 - b. Discriminant validity: Indicator cross-loading on Organizational Citizenship Behavior $>$ cross-loading on other constructs.
 - c. Reliability: Composite Reliability and Cronbach's Alpha ≥ 0.70 (Hair et al., 2014).
2. Evaluasi Inner Model:
 - 1) Predictive power: R^2 values (strong=0.75, moderate=0.50, weak=0.25) and Q^2 (predictive relevance > 0).
 - 2) Hypothesis testing: Bootstrapping (400 subsamples) with significance t-statistic ≥ 1.96 ($p < 0.05$) for direct/indirect effects (Hair et al., 2014)

C. Results and Discussion

Results

Measurement Model Analysis (Outer Model)

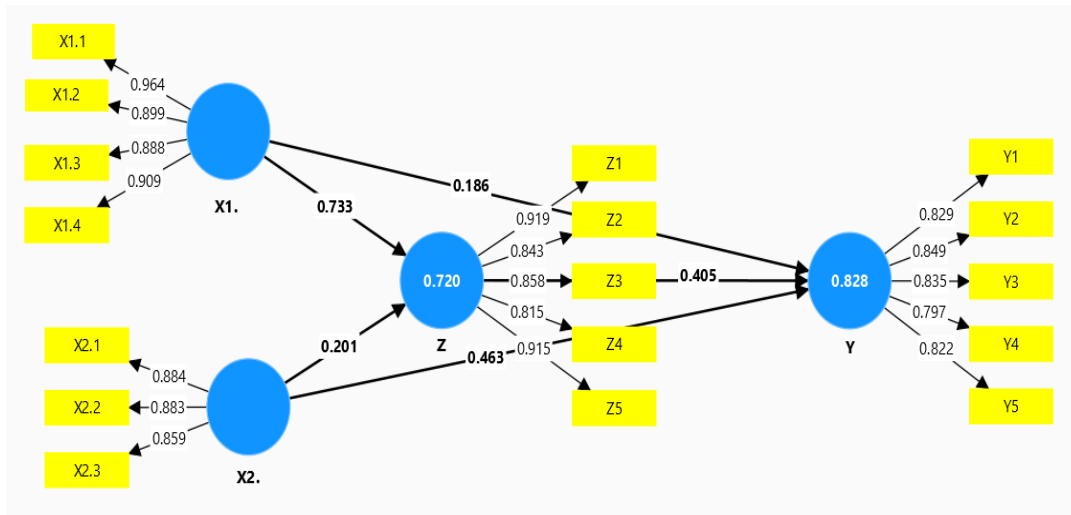


Figure 3. Outer Model

All constructs in this study met the criteria for validity and reliability. Convergent validity was demonstrated by Average Variance Extracted (AVE) values, all of which were above 0.5, meaning that the indicators were able to explain more than 50% of the variance in the construct. The highest AVE value was found in organizational culture (0.838), followed by self-efficacy (0.766), job satisfaction (0.759), and organizational citizenship behavior (0.683), all of which indicate that the indicators have adequately reflected their constructs. In terms of reliability, the Composite Reliability (ρ_c) and Cronbach's Alpha values for the organizational citizenship behavior and job satisfaction constructs were above 0.88 and 0.92, respectively, indicating that the measurement tools used were highly internally consistent and thus reliable for this study. Additionally, discriminant validity is also met because the HTMT values for all construct pairs are below the 0.90 threshold, at 0.889 and 0.895, indicating that each construct in the model can be empirically distinguished.

Hypothesis Testing

Table 2. Path Coefficient

Hypothesis	Path Coefficient	P-value	Hypothesis	Description
BO -> OCB	0,186	0,023	H1	Accepted
SE -> OCB	0,463	0,000	H2	Accepted
BO -> KK	0,733	0,000	H3	Accepted
SE -> KK	0,201	0,002	H4	Accepted
KK -> OCB	0,405	0,000	H5	Accepted
BO -> KK -> OCB	0,297	0,000	H6	Accepted
SE -> KK -> OCB	0,018	0,004	H7	Accepted

Based on Table 2 above, it can be explained as follows:

(H1) There is a positive and significant influence between organizational culture and organizational citizenship behavior. Based on the table, it is explained that the path coefficient is 0.186 with a p-value of 0.023, thus H1 is accepted. (H2) There is a positive and significant influence between self-efficacy and organizational citizenship behavior. Based on the table, the path coefficient is 0.463 with a p-value of 0.000, thus H2 is accepted. (H3) There is a positive and significant influence between organizational culture and job satisfaction. Based on the table, the path coefficient is 0.733 with a p-value of 0.000, thus H3 is accepted. (H4) There is a positive and significant influence between self-efficacy and job satisfaction. Based on the table, it is explained that the path coefficient is 0.201 with a P value of 0.002, thus H4 is accepted. (H5) There is a positive and significant influence between job satisfaction and organizational citizenship behavior. Based on the table, it is explained that the path coefficient is 0.405 with a P value of 0.000, thus H5 is accepted. (H6) There is a positive and significant influence between organizational culture and organizational citizenship behavior through job satisfaction. Based on the table, it is explained that the path coefficient of organizational culture on organizational citizenship behavior through job satisfaction is 0.297 with a P-value of 0.000, thus H6 is accepted. (H7) There is a positive and significant influence between self-efficacy and organizational citizenship behavior through job satisfaction. Based on the table, it is explained that the path coefficient of the influence of organizational culture on organizational citizenship behavior through job satisfaction is 0.018 with a P-value of 0.004, thus H7 is accepted.

Structural Model Analysis (Inner Model)

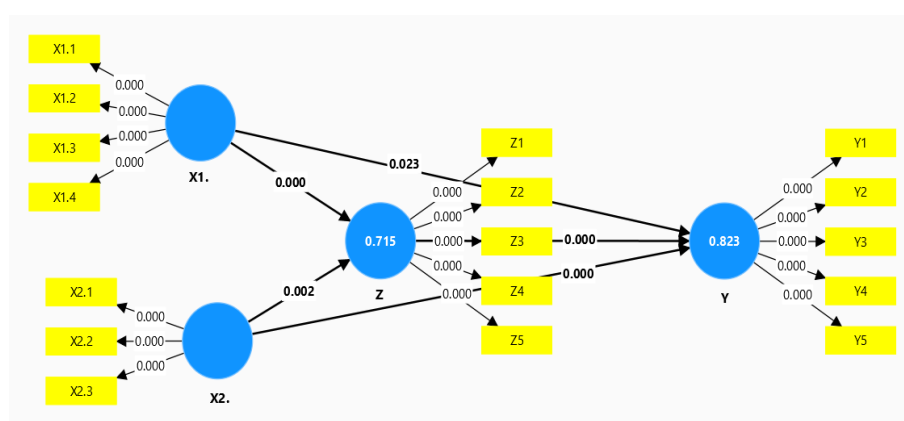


Figure 4. Inner Model

The results of the path coefficient test show that all main hypotheses (H1 to H7) are statistically supported. Organizational culture and self-efficacy were found to have a positive and significant effect on organizational citizenship behavior and job satisfaction. Additionally, job satisfaction also had a positive and significant effect on

organizational citizenship behavior and played a significant mediating role in the relationship between organizational culture and self-efficacy on organizational citizenship behavior. The highest coefficient value was recorded for the influence of organizational culture on job satisfaction ($\beta = 0.733$, $p = 0.000$), followed by the influence of job satisfaction on organizational citizenship behavior ($\beta = 0.405$, $p = 0.000$), and self-efficacy on organizational citizenship behavior ($\beta = 0.463$, $p = 0.000$), indicating a strong contribution from these variables. The predictive power of the model is also very strong, as indicated by an R^2 value of 0.828 for organizational citizenship behavior and 0.720 for job satisfaction. Furthermore, the effect size indicates that organizational culture has a significant influence on organizational citizenship behavior ($f^2 = 1.472$), while self-efficacy also has a fairly strong influence on job satisfaction ($f^2 = 0.111$). Overall, this research model can explain the relationships between variables in a significant and relevant manner within the context of developing organizational citizenship behavior among nurses in island-based hospitals.

Discussion

This study aims to analyze the influence of organizational culture and self-efficacy on organizational citizenship behavior with job satisfaction as a mediating variable among nurses at the Garam Kalianget Islamic Hospital (RSIGK) in Sumenep. The results of the hypothesis testing show that all variables studied have a significant relationship, both directly and indirectly through job satisfaction. The analysis results indicate that organizational culture has a positive and significant effect on organizational citizenship behavior with a significance value of 0.023, which is below the threshold of 0.05. This shows that the more positive the organizational culture implemented, the higher the level of organizational citizenship behavior exhibited by nurses. Supportive organizational culture, such as values of cooperation, openness, commitment, and recognition of performance, can create a work environment that motivates individuals to perform voluntary actions beyond their formal duties (Yusuf, 2024). These findings support the Social Exchange Theory (Blau, 1964), which emphasizes the importance of reciprocity in organizations. When individuals feel valued and treated fairly, they are more likely to reciprocate with positive contributions, including in the form of organizational citizenship behavior.

Second, the results also show that self-efficacy has a positive and significant effect on organizational citizenship behavior with a significance value of 0.000. This means that an individual's belief in their own abilities (self-efficacy) significantly encourages the emergence of voluntary work behavior. Nurses with high self-efficacy tend to be more confident, have strong intrinsic motivation, and are able to overcome various challenges in their work. This finding aligns with Bandura's (1986) Social Cognitive Theory, which states that human behavior is influenced by self-belief, social environment, and previous experiences. In the hospital context, nurses with high self-efficacy feel capable of handling work pressure, fulfilling their responsibilities

effectively, and are willing to assist colleagues without being asked (Herawati et al., 2020; Bahtiar, 2023).

Third, this study also found that organizational culture has a positive and significant effect on job satisfaction, with a significance value of 0.000. This means that the better the organizational culture implemented, the higher the level of job satisfaction felt by nurses. A conducive, supportive, and appreciative work environment has been proven to increase individual satisfaction with their work. A positive organizational culture fosters a sense of comfort, safety, and a stronger sense of belonging to the institution. This finding aligns with previous research, as highlighted by Kair et al. (2023) and Suriadi et al. (2023), who emphasize that organizational culture is one of the primary predictors of employee job satisfaction.

Furthermore, self-efficacy was also found to have a positive and significant effect on job satisfaction, with a significance value of 0.002. This indicates that individuals' belief in their own abilities not only influences their work behavior but also the extent to which they feel satisfied in performing their jobs. Nurses with high self-efficacy typically have better self-control, are able to manage stress, and possess high internal motivation, enabling them to find meaning in their work. These findings support the perspectives of Dewi & Ananda (2024) and Zahra (2024), who state that self-efficacy is an important internal factor in creating job satisfaction, particularly in complex work environments such as hospitals. The analysis results also show that job satisfaction has a positive and significant effect on organizational citizenship behavior, with a significance value of 0.000. This means that the higher the job satisfaction felt by nurses, the higher their tendency to exhibit voluntary work behavior. Job satisfaction creates an emotional attachment to the job and work environment, thereby encouraging individuals to make extra contributions, such as helping colleagues, maintaining discipline, and demonstrating loyalty to the organization. This finding is consistent with the research results of Dhea (2023) and Permana (2024), who state that job satisfaction acts as a strong intrinsic motivator in shaping positive behavior in the workplace.

In addition to the direct relationship between variables, this study also examined the mediating role of job satisfaction in the relationship between organizational culture and self-efficacy on organizational citizenship behavior. The results showed that job satisfaction partially mediated the relationship between organizational culture and organizational citizenship behavior, with a significance value of 0.000. This indicates that organizational culture not only directly influences organizational citizenship behavior but also indirectly through increased job satisfaction. This partial mediation model means that while organizational culture has a direct effect on organizational citizenship behavior, this effect becomes stronger when nurses are satisfied with their work. These findings align with the research by Hayati (2020) and Noor et al. (2024), who state that job satisfaction is an important mediating variable in explaining the influence of organizational culture on positive work behavior.

Similarly, job satisfaction also partially mediates the relationship between self-efficacy and organizational citizenship behavior, with a significance value of 0.004. This means that nurses with high self-efficacy tend to feel more satisfied at work, and this satisfaction then encourages them to exhibit organizational citizenship behavior. This finding reinforces the results of Sasikarani (2021) and Sarifuddin & Soemitra (2022), who stated that self-efficacy plays a role in shaping job satisfaction, which in turn influences work behavior. In other words, the influence of self-efficacy on organizational citizenship behavior is not only direct but also occurs through increased job satisfaction as a mediating variable. However, the results of this study are not entirely consistent with some previous findings. For example, Kasyfillah's (2024) study found that organizational culture did not have a significant effect on organizational citizenship behavior and even tended to be negative. This difference is likely due to different organizational contexts, where overly bureaucratic or inflexible cultures can hinder the emergence of extra-role behavior. Similarly, Ferdiasnyah's (2023) and Saadi's (2021) research found that self-efficacy does not significantly influence organizational citizenship behavior. This indicates that the influence of self-efficacy on organizational citizenship behavior is contextual, depending on the work environment, organizational support, and individuals' perceptions of the systems in place at the workplace.

In addition, Fauzi et al. (2022) found that organizational culture has a negative impact on organizational citizenship behavior through job satisfaction. They argue that a rigid organizational culture that is unresponsive to individual needs can reduce job satisfaction and hinder the development of organizational citizenship behavior. These findings indicate that the effectiveness of organizational culture is greatly influenced by employees' subjective perceptions as well as the quality of the implementation of cultural values in daily work. Therefore, organizations need to ensure that the culture they build is adaptive, participatory, and provides space for individuals to grow. Overall, the results of this study confirm that both organizational factors (culture) and personal factors (self-efficacy) are important determinants in shaping organizational citizenship behavior, both directly and through job satisfaction as a mediating variable. These findings contribute theoretically to expanding understanding of the dynamics of voluntary work behavior in the hospital context and provide practical implications for hospital management in designing effective interventions to improve performance and service quality through enhancing organizational culture, individual psychological development, and increasing job satisfaction.

Managerial Implications

The results of this study have important managerial implications for human resource management at Garam Kalianget Islamic Hospital and other healthcare institutions. The findings indicate that organizational culture and self-efficacy directly and indirectly influence organizational citizenship behavior through job satisfaction. Therefore, management should strengthen a positive, adaptive, and values-based

organizational culture that emphasizes collaboration and recognition to create a conducive work environment for the emergence of organizational citizenship behavior. Additionally, developing employees' self-efficacy through training, coaching, and assigning challenging yet measurable tasks can enhance nurses' confidence in handling their work. Job satisfaction should also be a strategic focus in human resources policies, as it has been proven to be an important link between individual and organizational factors and organizational citizenship behavior. Therefore, an integrated and sustainable approach to organizational culture, individual psychological development, and job satisfaction enhancement can encourage greater voluntary contributions from employees. However, this study has several limitations, including being conducted at a single hospital, limiting its generalizability; using a cross-sectional design, which restricts the drawing of long-term causal conclusions; and relying on self-report data, which is susceptible to social bias. Additionally, the study did not consider other variables that may moderate or mediate the relationships between constructs, such as organizational climate, work commitment, or work stress. Therefore, future studies are recommended to expand the scope of institutions, use a longitudinal approach, and consider additional factors to gain a more comprehensive understanding of the determinants of organizational citizenship behavior in the context of healthcare organizations.

D. Conclusions

This study found that organizational culture and self-efficacy have a positive and significant influence on the organizational citizenship behavior exhibited by nurses at Garam Kalianget Islamic Hospital. This influence occurs not only directly but also through job satisfaction as a mediating variable. A strong and adaptable organizational culture has been shown to increase nurses' job satisfaction. With a culture that supports values such as cooperation, openness, and a sense of belonging, nurses tend to feel more satisfied with their work. This job satisfaction then motivates them to engage in voluntary work behavior that goes beyond their formal responsibilities. In this context, organizational culture serves as an important foundation that shapes a conducive work environment for the emergence of positive behavior beyond official duties.

In addition to organizational culture, individual beliefs in one's own abilities, or self-efficacy, have also been shown to play an important role in shaping organizational citizenship behavior. Nurses who feel confident in their ability to complete tasks and face work challenges tend to be more self-assured and highly motivated to contribute more to the organization. High self-efficacy not only affects formal performance but also encourages extra-role behavior that benefits the work environment and coworkers. This belief helps nurses stay motivated and resilient in the face of work pressure, thereby indirectly enhancing job satisfaction and organizational citizenship behavior. Job satisfaction acts as a partial mediating variable, meaning that while organizational culture and self-efficacy have direct influences on organizational

citizenship behavior, the presence of job satisfaction can amplify these effects. This indicates that a supportive work environment, capable of providing positive work experiences, is crucial in optimizing the influence of organizational culture and individual psychological factors on voluntary and proactive work behavior. In other words, a good culture and high self-confidence alone are insufficient; comfortable psychological conditions and satisfaction in performing work are key to ensuring that organizational citizenship behavior truly emerges and is sustained over time.

Considering these findings and limitations, the research opens up opportunities for further studies to expand the scope and deepen understanding of the factors influencing OCB. Future research could focus on different organizational contexts, test causal relationships longitudinally, and incorporate additional relevant variables. Such an approach will assist healthcare organizations in designing more effective human resource development policies and programs, thereby enhancing the quality of care and patient satisfaction sustainably. Additionally, it is crucial for hospital management to continue prioritizing psychological and organizational cultural aspects as the foundation for building a productive and harmonious work environment, particularly in regions with geographical challenges and limited resources.

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