

The Influence of Organizational Culture on Organizational Citizenship Behavior with The Mediation Role of Organizational Commitment at The Housing Provision Implementation Center Office of Maluku Province

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ABSTRACT

This study aims to analyze the influence of organizational culture on Organizational Citizenship Behavior (OCB) with the mediating role of organizational commitment at the Maluku Province Housing Provision Implementation Office. This study uses a quantitative approach with the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS). The population in this study was all 51 employees, with the sampling technique using saturated sampling. The results of the study indicate that organizational culture has a positive and significant effect on organizational commitment and OCB. Organizational commitment also has a positive and significant effect on OCB. In addition, organizational commitment is proven to play a significant role as a mediating variable in the relationship between organizational culture and OCB. This indicates that a strong organizational culture can increase employee engagement, which ultimately encourages extra-role behavior (OCB). This study implies that strengthening organizational culture and increasing employee commitment are important factors in encouraging positive work behavior and increasing organizational effectiveness.

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1. INTRODUCTION

Public sector organizations are required to not only achieve formal performance in accordance with their core duties and functions, but also to be able to encourage extra-role employee behavior known as Organizational Citizenship Behavior (OCB). The concept of OCB was introduced by [1], who defined OCB as voluntary individual behavior that is not directly related to the formal reward system,

but is capable of increasing organizational effectiveness. This behavior includes dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which are very important in improving the quality of public services. In the context of government organizations, particularly at the Maluku Province Housing Provision Implementation Office in Ambon, OCB is a crucial element in supporting organizational performance. However, based on initial phenomena in the field, various problems are

still found indicating that employee OCB behavior has not developed optimally. Some employees tend to focus only on their core duties, show little initiative in helping colleagues, and are minimally involved in organizational activities outside of formal work. In addition, there is still a tendency for low participation in collective activities, such as coordination meetings or cross-sector teamwork, which indicates a weakness in the dimensions of civic virtue and altruism. The problem is thought to be related to organizational culture which has not been fully internalized. According to [2], organizational culture is a pattern of basic assumptions that develops within an organization and serves as a guideline for action. However, in practice at the Maluku Province Housing Provision Implementation Office, a gap is still found between the expected organizational values and actual employee behavior. This is evident in the inconsistent application of work values such as discipline, collaboration, and collective responsibility. Furthermore, suboptimal internal communication and differences in employee perceptions of organizational values indicate that the organizational culture is not yet fully strong and uniform.

On the other hand, problems are also evident in the aspect of organizational commitment. [3] stated that organizational commitment reflects an individual's emotional attachment and loyalty to the organization. However, the field shows that some employees still have a low level of attachment, characterized by a lack of sense of belonging to the organization, low motivation to contribute more, and a tendency to work only to fulfill formal obligations. This condition indicates that employee affective commitment has not been optimally formed. Problems with organizational culture and organizational commitment indirectly impact low OCB. Theoretically, a strong organizational culture should be able to shape employee commitment, which then encourages the emergence of OCB behavior. This is in line with the theory put forward by [4], that organizational culture influences work attitudes, including commitment, which

ultimately impacts individual behavior. Several empirical studies support this relationship. Research by [5] showed that organizational factors such as organizational culture have a significant influence on OCB. Research by [6] found that organizational commitment has a positive influence on extracurricular work behavior. Meanwhile, research by [7] shows that organizational commitment is able to mediate the relationship between organizational culture and OCB. However, it still exists research gap that need further study. First, the results of previous studies show inconsistencies regarding the direct influence of organizational culture on OCB. Second, most studies were conducted in the private sector, so studies are still limited to the public sector. Third, research that specifically examines the mediating role of organizational commitment in the context of local government agencies in eastern Indonesia, particularly Maluku Province, is still very limited. The urgency of this research becomes increasingly important considering the strategic role of government agencies in providing optimal public services. Low employee OCB can impact the decline in organizational effectiveness, slow work completion, and less than optimal service to the public. Therefore, an empirical study is needed to understand how organizational culture can influence OCB through organizational commitment as a mediating variable. Based on this description, this study aims to analyze the influence of organizational culture on Organizational Citizenship Behavior with the mediating role of organizational commitment at the Maluku Province Housing Provision Implementation Office.

2. LITERATURE REVIEW

2.1 *Organizational Citizenship Behavior*

Organizational Citizenship Behavior (OCB) is voluntary individual behavior that is not directly regulated by a formal reward system, but contributes

to organizational effectiveness. This concept was introduced by [1]. Furthermore, [5] emphasized that OCB reflects extra-role contributions that can improve organizational efficiency and performance. OCB consists of several main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [1]. In the context of public organizations, OCB is important because it can improve service quality, teamwork, and overall organizational effectiveness.

2.2 *Organizational culture*

Organizational culture is a system of values, norms, and beliefs shared by members of an organization that influences work behavior. According to [2], organizational culture is a pattern of basic assumptions developed by a group to address external adaptation and internal integration. Meanwhile, Stephen [8] state that organizational culture reflects shared meanings that distinguish one organization from another. A strong organizational culture will encourage positive work behaviors, including extra-role behaviors such as OCB.

2.3 *Organizational Commitment*

Organizational commitment is an individual's psychological attachment to an organization that influences their desire to remain a member of the organization. [3] proposed that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Individuals with high organizational commitment tend to have strong loyalty, high

involvement, and a willingness to contribute more to the organization, including through OCB behavior.

2.4 *Relationship between variables*

2.4.1 **The Influence of Organizational Culture on OCB**

A strong organizational culture can shape employee work values and norms that encourage OCB behavior. Research by [5] shows that organizational factors have a significant influence on OCB. A culture that supports cooperation and participation will increase employees' tendency to engage in extra-role behavior.

2.4.2 **The Influence of Organizational Culture on Organizational Commitment**

Organizational culture plays a role in shaping employee attitudes and attachment to the organization. [2] states that strong organizational values and norms will be internalized by individuals and form a commitment to the organization.

2.4.3 **The Influence of Organizational Commitment on OCB**

Organizational commitment has a positive influence on OCB behavior. Research by [6] shows that individuals with high commitment tend to exhibit extra-role behavior within the organization.

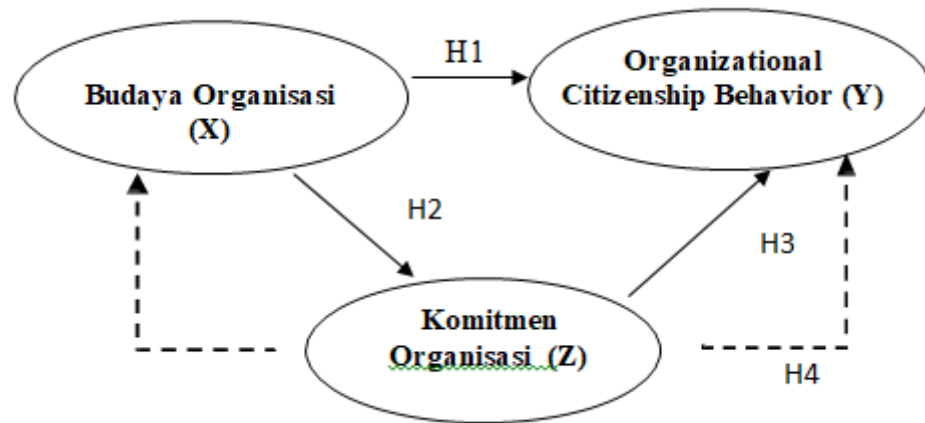
2.4.4 **The Mediating Role of Organizational Commitment**

Organizational commitment acts as a mediating variable in the relationship between organizational culture and OCB. A strong organizational culture will shape employee

commitment, which then encourages the emergence of OCB behavior. This relationship aligns with the concept of organizational behavior, which states that organizational values will influence attitudes, and attitudes will influence individual behavior.

2.5 Conceptual Framework of Variables

Based on the relationship between the variables that have been put forward, the research framework proposed in this study is as follows:



2.6 Research Hypothesis

H1: Organizational culture has a positive and significant influence on Organizational Citizenship Behavior (OCB).

H2: Organizational culture has a positive and significant influence on organizational commitment.

H3: Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB).

H4: Organizational commitment mediates the influence of organizational culture on Organizational Citizenship Behavior (OCB).

3. METHODS

3.1 Population and Sample

The population in this study was all 51 employees at the Maluku Province Housing Provision Implementation Office. The sampling technique used was saturated sampling (census), where all members of the population were sampled. Therefore, the sample size for this study was 51 respondents. This technique was used based on the consideration that the population size is relatively small, allowing for comprehensive research and providing more accurate results.

Table 1. Operational Definition of Variables

Variables	Definition	Indicator	Scale
Organizational Culture (X)	The system of values and norms that influence employee work behavior (Edgar Schein, 2010)	1. Innovation, 2. Attention to Detail, 3. Results Orientation, 4. Team Orientation, 5. Stability	Likert 1-5

Organizational Commitment (M)	Emotional attachment and loyalty of employees to the organization that influences the desire to remain members of the organization (John Meyer & Natalie Allen, 1991; Meyer et al., 2002; Allen, 2020)	1. Affective, 2. Continuance, 3. Normative, 4. Loyalty, 5. Involvement	Likert 1-5
OCB (Y)	Voluntary employee behavior that goes beyond formal duties and contributes to organizational effectiveness (Dennis Organ, 1988; Podsakoff et al., 2000; Podsakoff et al., 2018)	1. Altruism, 2. Conscientiousness, 3. Sportsmanship, 4. Courtesy, 5. Civic Virtue	Likert 1-5

4. RESULTS AND DISCUSSION

4.1 Outer Model

This evaluation aims to test the quality of measurement through the validity

and reliability of indicators, which include outer loading, convergent validity, discriminant validity, and construct reliability.

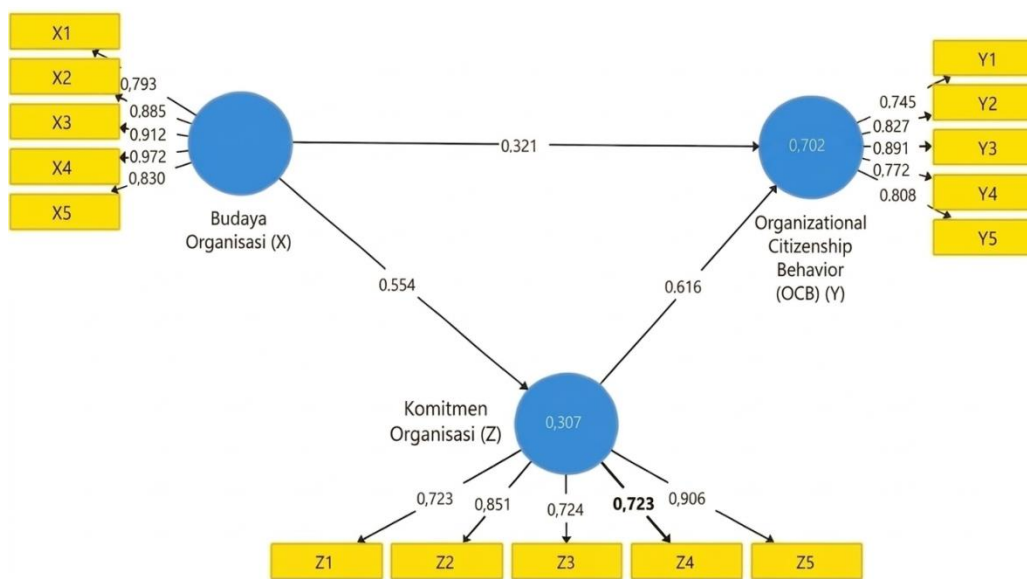


Figure 2. Outer Model
Source: Processed Data, 2026

The results of the outer model evaluation show that all indicators have outer loading values > 0.7, thus meeting the convergent validity criteria according to Hair et al. (2017). The Organizational Culture construct (X) has a loading value of 0.793–0.912, Organizational Commitment (Y) of

0.723–0.906, and OCB of 0.745–0.891. Based on these results, all indicators are declared valid and suitable for further model analysis.

4.2 Validity Test

4.2.1 Cross Loading Results

Table 2. Cross Loadings Values

	Organizational Culture (X)	OCB (Y)	Organizational Commitment (Z)
X1	0.793	0.451	0.372
X2	0.885	0.592	0.540
X3	0.912	0.589	0.529
X4	0.872	0.619	0.501
X5	0.830	0.576	0.414
Y1	0.320	0.745	0.619

Y2	0.485	0.827	0.684
Y3	0.517	0.891	0.732
Y4	0.594	0.772	0.456
Y5	0.728	0.808	0.686
Z1	0.419	0.477	0.723
Z2	0.662	0.791	0.851
Z3	0.253	0.577	0.724
Z4	0.150	0.469	0.723
Z5	0.506	0.707	0.906

Source: Processed Data, 2026

The cross-loading results show that each indicator has the highest value for its respective construct, thus meeting the criteria for discriminant validity. This indicates that all variables in the study can be well

differentiated and are worthy of further analysis.

4.2.2 AVE Results

Table 3. AVE Value

Variables	Criteria	Average Variance Extracted (AVE)
Organizational Culture (X)	> 0.5	0.739
OCB (Y)		0.656
Organizational Commitment (Z)		0.623

Source: Processed Data, 2026

The AVE results indicate that all variables have values above 0.5, thus meeting the convergent validity criteria. This indicates that the indicators adequately explain the construct and the model is declared valid.

4.3 Indicator Reliability Test

4.3.1 Outer Loadings Test Results

Table 4. Outer Loadings Test Results

Construct	Indicator	Criteria	Outer Loadings
X	X1	> 0.7	0.793
	X2		0.885
	X3		0.912
	X4		0.872
	X5		0.830
Y	Y1		0.745
	Y2		0.827
	Y3		0.891
	Y4		0.772
	Y5		0.808
Z	Z1		0.723
	Z2		0.851
	Z3		0.724
	Z4		0.723
	Z5		0.906

Source: Processed Data, 2026

The results of the outer loadings test showed that all indicators had values above 0.7, thus meeting the validity criteria. This indicates that the indicators adequately reflect

the latent constructs and are suitable for use in further analysis.

4.3.2 Composite Reliability (CR) Test Results

Table 5. Composite Reliability Test Results

Construct	Composite Reliability	Criteria
Organizational Culture (X)	0.934	Very good
OCB (Y)	0.905	Very good
Organizational Commitment (Z)	0.891	Good

Source: Processed Data, 2026

The composite reliability test results showed that all constructs had values above 0.7, thus meeting the reliability criteria. This indicates that all variables have a good level of internal consistency.

4.3.3 Cronbach's Alpha Test Results

Table 6. Cronbach's Alpha Test Results

Construct	Cronbach's Alpha	Criteria
Organizational Culture (X)	0.911	Good
OCB (Y)	0.868	Good
Organizational Commitment (Z)	0.851	Very good

Source: Processed Data, 2026

The Cronbach's Alpha test results showed that all constructs had values above 0.7, thus meeting the reliability criteria. This indicates that the research instrument has good internal consistency.

4.4 Structural Model Test (Inner Model)

4.4.1 R-Square value ()

Table 7. Model Values

	R Square
OCB (Y)	0.702
Organizational Commitment (Z)	0.307

Source: Processed Data, 2026

The R-Square value shows that OCB has a value of 0.702, which means that 70.2% of the OCB variance can be explained by the variables in the model, while the rest is influenced by other factors. Meanwhile,

Organizational Commitment has an R-Square value of 0.307, which indicates that 30.7% of its variance is explained by Organizational Culture.

4.4.2 f-Square value ()

Table 8. Model Values

Relationship between variables	F Square Value (f ²)	Effect Category
X → Y	0.240	Big
X → Z	0.444	Big
Z → Y	0.879	Big

Source: Processed Data, 2026

The f-square value indicates that all relationships between variables have a large effect category. The influence of Organizational Culture on Organizational Commitment (0.444), Organizational Culture on OCB (0.240), and Organizational

Commitment on OCB (0.879) shows a strong contribution in the research model.

4.5 Significance Test

4.5.1 Path Coefficient Test

Table 9. Path Coefficient Results (Direct Relationship)

No	Relationship between constructs	Path Coefficient (O)	T-Statistic	P-Value	Sig.	Direction of Relationship
1	Organizational Culture → Organizational Citizenship Behavior	0.321	2,360	0.019	Significant	Positive
2	Organizational Culture → Organizational Commitment	0.554	4,574	0,000	Significant	Positive
3	Organizational Commitment → Organizational Citizenship Behavior	0.616	4,495	0,000	Significant	Positive

Source: Processed Data, 2026

The path coefficient results indicate that all relationships between variables are positive and significant. Organizational culture significantly influences OCB and organizational commitment, and

organizational commitment significantly influences OCB. This is indicated by a t-statistic value > 1.96 and a p-value < 0.05.

4.5.1 Mediation Test

Table 10. Mediation Test Results (Mediation Relationship)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Z -> Y	0.341	0.345	0.112	3,056	0.002

Source: Processed Data, 2026

The results of the mediation test indicate that the indirect effect of Organizational Culture on OCB through Organizational Commitment is significant (t = 3.056; p < 0.05). This indicates that Organizational Commitment acts as a mediating variable that strengthens the relationship between Organizational Culture and OCB. This means that the better the organizational culture, the higher the employee commitment, which ultimately encourages increased OCB behavior.

Discussion

The outer model evaluation results indicate that all indicators in this study have

met the validity and reliability criteria. The outer loading values of all indicators are above 0.7, indicating that the indicators are able to reflect the latent construct well according to the criteria of [9]. In addition, the AVE values for all variables are also above 0.5, indicating that convergent validity is met. The cross-loading results show that each indicator has the highest loading value on its respective construct, thus meeting discriminant validity. Furthermore, the composite reliability and Cronbach's alpha values are above 0.7 indicating that the constructs in this study are reliable and consistent.

In the inner model, the R-square value indicates that 70.2% of the OCB variable

is explained by organizational culture and organizational commitment, which is considered strong. Meanwhile, organizational commitment is explained by 30.7% of organizational culture, which indicates a moderate influence. The f-square value indicates that all relationships between variables have a large effect, especially the influence of organizational commitment on OCB. The results of the hypothesis testing indicate that organizational culture has a positive and significant effect on organizational commitment. This suggests that the stronger the cultural values, norms, and practices within an organization, the higher the level of employee engagement with the organization. This finding aligns with [2] theory, which states that organizational culture shapes the mindsets and attitudes of individuals within the organization.

Furthermore, organizational commitment has a positive and significant effect on OCB. This means that employees with a strong emotional attachment and loyalty to the organization tend to exhibit extra-role behaviors, such as helping coworkers and actively participating in organizational activities. These results support the theory of [3] which states that organizational commitment influences individual work behavior.

Furthermore, organizational culture also directly influences OCB. This suggests that strong organizational values can directly motivate employees to behave positively, without necessarily having to rely on other variables. This finding aligns with [1] concept of OCB, which states that organizational factors play a role in shaping employee voluntary behavior.

Furthermore, the results of the mediation test indicate that organizational commitment acts as a significant mediator in the relationship between organizational culture and OCB. This means that organizational culture not only influences OCB directly but also indirectly through increased organizational commitment. In other words, a better organizational culture will increase employee commitment, which ultimately encourages the emergence of OCB

behavior. These findings strengthen the theoretical value–attitude–behavior model, where organizational values (culture) shape attitudes (commitment), which then influence behavior (OCB). Thus, organizational commitment is proven to be an important psychological mechanism in explaining how organizational culture can enhance employees' extra-role behavior.

Overall, the results of this study indicate that a strong and consistent improvement in organizational culture will result in increased organizational commitment and OCB behavior. Therefore, organizations need to strengthen work culture values and increase employee engagement to create a productive and collaborative work environment.

5. CONCLUSION

This study shows that organizational culture has a positive and significant effect on organizational commitment and Organizational Citizenship Behavior (OCB). Organizational commitment also has a positive and significant effect on OCB. Furthermore, organizational commitment has been shown to act as a significant mediating variable in the relationship between organizational culture and OCB. This suggests that a strong organizational culture can increase employee engagement, which ultimately encourages the emergence of extra-role behavior (OCB).

SUGGESTION

1. For Agencies

It is recommended to strengthen organizational culture through the implementation of clear work values, increased teamwork, and consistency in organizational rules to increase employee commitment and OCB behavior.

2. For HR Management

It is necessary to increase employee engagement through programs that support loyalty, participation, and active involvement in the organization.

3. For Further Researchers

It is recommended to add other variables such as job satisfaction, leadership,

or work motivation, as well as expand the research object so that the research results are more generalizable.

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