

Strengthening Organizational Culture, Work Discipline, and Job Satisfaction to Build Civil Servants' Organizational Citizenship Behavior

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Abstract

Purpose: This study aims to examine the effects of organizational culture and work discipline on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable among civil servants (*Aparatur Sipil Negara*) in Makassar City Government institutions.

Methodology: A cross-sectional quantitative design was used. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Purposive sampling was employed, involving 77 respondents in total.

Results: The findings show that organizational culture and work discipline significantly and positively affect job satisfaction but do not directly influence the OCB. Job satisfaction significantly and positively affected OCB and served as a significant mediator between organizational culture, work discipline, and OCB. Thus, organizational factors influence OCB primarily through an employee's job satisfaction.

Conclusion: Job satisfaction is a crucial psychological mechanism linking organizational culture and work discipline to OCB among civil servants.

Limitations: The cross-sectional design limits causal inference, and the single-region scope restricts the generalizability of the findings.

Contribution: This study reinforces the role of job satisfaction as a mediator in public sector organizational behavior research and offers practical implications for improving OCB among civil servants through better organizational culture and fair work discipline.

Keywords: ASN, Job Satisfaction, Organizational Citizenship Behavior, Organizational Culture, Work Discipline

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1. Introduction

In the dynamics of modern organizations characterized by rapidly changing work environments, increasingly fierce competition, and high demands for bureaucratic efficiency, employee behavior is a strategic factor that determines organizational success. This behavior is reflected not only in the performance of formal duties but also in voluntary contributions made beyond the scope of their duties to enhance the organizational effectiveness. This behavior is known as Organizational Citizenship Behavior (OCB), which is a voluntary behavior not included in formal job descriptions but has a significant impact on organizational performance ([Organ, Podsakoff, & MacKenzie, 2005](#)). In the

public sector, particularly in regional bureaucracies, OCB is a crucial indicator for assessing employee commitment and sense of responsibility in providing quality public service.

OCB enhance work cohesion, productivity, collaboration, and organizational adaptation to change. Assert that organizations with high levels of OCB tend to be more innovative, have loyal employees, and demonstrate higher levels of efficiency. However, OCB does not emerge automatically; this behavior is influenced by various organizational and psychological factors, such as organizational culture, work discipline, and job satisfaction ([P. M. Podsakoff, MacKenzie, & Podsakoff, 2018](#)). Organizational culture is a crucial determinant of employees' mindsets and behaviors. A strong culture provides direction, values, and agreed-upon norms, encouraging employees to demonstrate positive behaviors, including extra-role behavior. suggest that a supportive culture can enhance employee sense of belonging and commitment ([Dahrul, Syafruddin, Hamiddin, Aisyah, & Rusli, 2024](#); [Kim & Park, 2020](#); [Sulistyawati, Setyadi, & Nawir, 2022](#)). The findings also confirm that an inclusive and participatory organizational culture is positively correlated with OCB through increased positive work attitudes ([Kim & Park, 2020](#)).

In addition to organizational culture, work discipline is a crucial factor in encouraging productive and professional behavior. Work discipline indicates the level of employee compliance with organizational regulations ([Abdullah 2018](#)). Disciplined employees tend to demonstrate a strong work ethic, value their time, and take responsibility for their duties. Work discipline not only improves performance but also impacts job satisfaction, which in turn drives OCB ([Anjastari & Gorda](#); [Rajab et al., 2023](#)). Job satisfaction is a psychological factor that bridges the influence of organizational factors on employee behaviors. Job satisfaction is a positive emotional state resulting from the evaluation of work experience ([Abdullah, 2018](#)). Satisfied employees tend to be more motivated and willing to undertake additional tasks voluntarily. Recent research has confirmed that job satisfaction plays a mediating role in the relationship between organizational culture and OCB ([Juwita, Tentama, & Yuliasesti, 2023](#); [Susanto et al., 2022](#)).

In the context of regional bureaucracies, including government agencies in Makassar City, challenges such as low work discipline, weak organizational culture, and lack of employee participation remain common. This highlights the need for managerial strategies that focus not only on technocratic aspects but also on establishing positive cultural values, improving discipline, and fostering employee psychological well-being. Although several studies have indicated that organizational culture and work discipline influence OCB, empirical findings remain inconsistent, particularly regarding the direct influence of organizational culture on OCB in the public sector. Some studies have shown a significant effect, while others have found no direct effect but have found an indirect effect through job satisfaction. Furthermore, few studies have specifically examined this relationship among civil servants in Makassar, which has unique and heterogeneous bureaucratic dynamics. Therefore, this study fills this gap by comprehensively testing a mediation model of job satisfaction using the PLS-SEM approach.

Based on the above description, this study aims to comprehensively examine the determinants of Organizational Citizenship Behavior (OCB) among civil servants in Makassar City. Specifically, it analyzes the direct effects of organizational culture and work discipline on OCB and the influence of job satisfaction on OCB. Moreover, this study investigates the mediating role of job satisfaction in explaining how organizational culture and work discipline indirectly shape OCB, thereby providing a more integrative understanding of employee behavior in the public sector in Pakistan.

2. Literature Review and Hypotheses Development

Social Exchange Theory explains that the relationship between an organization and its employees is based on the principle of reciprocity. When employees perceive support, fairness, and appreciation from the organization, they are motivated to reciprocate through positive behaviors, including Organizational Citizenship Behavior (OCB). Thus, factors such as a supportive organizational culture, fair work discipline, and job satisfaction can foster voluntary behaviors that benefit the organization ([Sidorenkov, Borokhovski, & Vorontsov, 2023](#)).

2.1 Organizational Culture and OCB

A collaborative and responsibility-oriented organizational culture creates a work environment conducive to OCB ([Organ et al., 2005](#)). When employees internalize shared organizational values, they are more likely to display voluntary behaviors that enhance organizational effectiveness ([Abdullah, 2018](#); [Ajabar, 2024](#)). Previous studies have yielded conflicting results. For example, [Juwita et al. \(2023\)](#) reported a positive influence of culture on OCB. [Azzahra, Darmawan, Widhiandono, and Rahmawati \(2024\)](#); ([Baranti, Anwar, & Qamaruddin, 2024](#)); [Guswara \(2024\)](#) found that the relationship between organizational culture and OCB is indirect, mediated by job satisfaction. Emphasized that a participative organizational culture strengthens voluntary behavior among civil servants ([Derry & Yvonne, 2021](#)).

2.2 Work Discipline and OCB

Work discipline describes employees' compliance with organizational rules, procedures, and standards. Consistently applied discipline creates order and fairness in the work environment, which ultimately increases employee satisfaction. Recent research [Dahrul et al. \(2024\)](#); ([Nathania & Wijaya, 2024](#)); [Darvishmotevali and Ali \(2020\)](#); ([Azzahra et al., 2024](#)); [Febrian and Purnama \(2022\)](#) have shown that work discipline significantly impacts ASN job satisfaction. Employees who work in an orderly, fair, and consistent environment experience higher satisfaction levels.

H₃: Work discipline positively affects OCB

2.3 Job Satisfaction and Organizational Citizenship Behavior (OCB)

Job satisfaction is a positive emotional evaluation of one's work [Raintung, Warouw, Mandagi, and Wulyatiningsih \(2024\)](#). Satisfied employees feel valued and have their needs met, thus encouraging them to engage in behaviors beyond formal duties, such as helping coworkers, maintaining service ethics, and improving public service quality. Numerous studies have supported this relationship ([N. P. Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014](#); [Sun, Liu, & Hao, 2025](#); [Tagliabue, Sigurjonsdottir, & Sandaker, 2020](#)). Job satisfaction acts as a motivational driver for employees to engage in extra-role behaviors in a bureaucratic environment.

2.4 Job Satisfaction as a Mediating Variable

From the perspective of Social Exchange Theory, employees exhibit positive behavior as a "psychological reward" for satisfying work experiences ([Sidorenkov et al., 2023](#)). A strong organizational culture and consistent work discipline increase job satisfaction, which then acts as a psychological mechanism that gives rise to OCB. [M. Podsakoff et al. \(2018\)](#) [Raintung et al. \(2024\)](#); [N. P. Podsakoff et al. \(2014\)](#). Job satisfaction mediates the influence of organizational culture and work discipline on the emergence of extra-role behavior

3. Research Methodology

This study employed a quantitative approach with an explanatory research design. This approach was chosen because it aims to explain the causal relationships among variables through empirical hypothesis testing. According to [Hair et al. \(2021\)](#), explanatory research seeks to describe cause-and-effect relationships between independent and dependent variables, either directly or through mediating variables. This study examines the extent to which organizational culture and work discipline affect Organizational Citizenship Behavior (OCB), with job satisfaction serving as the mediating variable.

The quantitative method was selected because it allows for objective and measurable data analysis, enabling the generalization of the findings based on representative samples ([Hair et al., 2021](#)). Quantitative analysis also facilitates the use of statistical techniques to test the validity of the relationships among variables and the strength of their effects. The research was conducted in several government institutions in Makassar, South Sulawesi Province. This location was selected because Makassar serves as a regional administrative center with complex bureaucratic dynamics and a continuously developing public service system. The (ASN) in Makassar comes from diverse cultural backgrounds, making it an ideal context for studying the influence of organizational culture and work discipline on organizational citizenship behavior.

The population of this study included all civil servants working in government institutions in Makassar City. According to data from the *Badan Kepegawaian Daerah* (BKD) of Makassar City, more than 1,000 civil servants are distributed across various departments and government bodies. The sampling technique used was purposive sampling, in which respondents were selected based on specific criteria relevant to the research objectives ([Hair et al., 2021](#)).

The criteria for the respondents in this study were as follows:

1. Active civil servants with at least two years of work experience,
2. Directly involved in public service or administrative activities, and
3. Willingness to participate by completing the questionnaire thoroughly

Based on these criteria, 77 civil servants were selected as the research sample, which was considered sufficient for analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. According to [Hair et al. \(2021\)](#), the minimum sample size should be at least ten times the maximum number of structural paths directed at any latent construct in the model. Data were analyzed using the Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) method via SmartPLS 4.0 software. PLS-SEM was chosen because it can examine complex relationships among variables with relatively small sample sizes and without requiring normally distributed data ([Hair et al., 2021](#)).

This study uses a quantitative, explanatory, and cross-sectional research design employing Partial Least Squares structural equation modeling (PLS-SEM) using SmartPLS 4. This study aimed to test the causal relationships among organizational culture, work discipline, job satisfaction, and OCB among ASN in the Makassar City Government. The population of this study consisted of all ASN working in government offices within the Makassar City Government, consistent with the research context described in the introduction. A total of 77 respondents were selected using purposive sampling, with the following criteria: (a) a minimum of 2 years of tenure and (b) occupying structural or functional positions. Data were collected through structured online and offline surveys.

Details of the procedure are as follows:

1. Instrument Distribution
The survey was conducted using Google Forms and was distributed via the ASN offices' WhatsApp group.
Hardcopy questionnaires distributed in selected offices.
2. Data Collection Period
The study was conducted over four weeks, from January to February 2025.
3. Completion and Screening
The respondents completed the survey voluntarily.
Screening was performed to remove incomplete responses.

All constructs were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). To ensure the ethical integrity of this research, the following measures were applied:

1. Informed Consent
Every respondent received a statement explaining the purpose of the study and confirmed their voluntary participation.
2. Anonymity and Confidentiality
No personal identifiers were recorded.
Data were stored securely and used exclusively for academic purposes.
3. Right to Withdraw
Respondents were informed that they could exit the survey at any time.

4. Result and Discussion

4.1 Result

Table 1. Results of convergent validity test (outer loadings)

Variables	Indicator	Outer Loading	Description
Organizational Culture	X11	0.825	Valid

	X12	0.953	Valid
	X13	0.938	Valid
	X14	0.918	Valid
	X15	0.901	Valid
	X16	0.932	Valid
	X17	0.931	Valid
Work Discipline	X21	0.938	Valid
	X22	0.907	Valid
	X23	0.929	Valid
	X24	0.850	Valid
	X25	0.801	Valid
Job Satisfaction	Y11	0.735	Valid
	Y12	0.817	Valid
	Y13	0.899	Valid
	Y14	0.904	Valid
	Y15	0.852	Valid
OCB	Y21	0.740	Valid
	Y22	0.928	Valid
	Y23	0.898	Valid
	Y24	0.921	Valid

The results of the convergent validity test in Table 1 show that all indicators have outer loading values above 0.70, ranging from 0.735–0.953. This indicates that all indicators are valid, as they meet the minimum threshold suggested by [Hair et al. \(2021\)](#), which states that an indicator is considered valid if its loading value is greater than 0.70. Therefore, the constructs of organizational culture, work discipline, job satisfaction, and Organizational Citizenship Behavior (OCB) are well represented by their respective indicators.

Table 2. Outer loadings (Average Variance Extracted)

Variables	AVE	Description
Organizational Culture	0.837	Valid
Work Discipline	0.786	Valid
Job Satisfaction	0.712	Valid
OCB	0.741	Valid

The convergent validity is further supported by the Average Variance Extracted (AVE) values, all of which exceed the 0.50 threshold: 0.837 for Organizational Culture, 0.786 for Work Discipline, 0.712 for Job Satisfaction, and 0.741 for OCB. High AVE values indicate that most of the variance in the indicators is explained by their underlying constructs rather than measurement errors. These findings are consistent with Fornell and Larcker, who stated that AVE values above 0.50 signify good convergent validity.

Table 3. Discriminant validity (fornell–larcker criterion)

Variables	Organizational Culture	Work Discipline	Job Satisfaction	OCB
Organizational Culture	0.915			
Work Discipline	0.725	0.887		
Job Satisfaction	0.823	0.802	0.844	
OCB	0.803	0.695	0.823	0.861

Table 4. Discriminant validity (HTMT)

Variables	Organizational Culture	Work Discipline	Job Satisfaction	OCB
Organizational Culture				

Work Discipline	0.753			
Job Satisfaction	0.884	0.860		
OCB	0.853	0.732	0.820	

Discriminant validity was also established, as shown in Tables 3 and 4. The square roots of the AVE for each construct were greater than the inter-construct correlations, indicating that each latent variable was distinct from the others. Moreover, the HTMT values were below the 0.90 threshold, further confirming the discriminant validity of the model ([Henseler, Ringle, & Sarstedt, 2015](#)). Therefore, the measurement model was deemed appropriate for subsequent structural analyses.

From the reliability perspective, the results indicate that all constructs have Cronbach's alpha values above 0.70 and Composite Reliability (CR) values above 0.90 (see Table 5). The highest reliability was observed in the Organizational Culture variable ($\alpha = 0.967$; CR = 0.973), followed by Work Discipline ($\alpha = 0.932$; CR = 0.948), Job Satisfaction ($\alpha = 0.897$; CR = 0.925), and OCB ($\alpha = 0.910$; CR = 0.934). These results demonstrate strong internal consistency across all constructs, suggesting they are reliable for further structural relationship analysis ([Hair et al., 2021](#)).

Table 5. Construct reliability test results

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Description
Organizational Culture	0.967	0.969	0.973	Reliable
Work Discipline	0.932	0.950	0.948	Reliable
Job Satisfaction	0.897	0.903	0.925	Reliable
OCB	0.910	0.919	0.934	Reliable

4.1.1 Evaluation of the Structural Model

4.1.1.1. Coefficient of Determination (R^2)

Table 5 shows that the variable Job Satisfaction has an R^2 value of 0.765, while OCB has an R^2 value of 0.867. This indicates that Organizational Culture and Work Discipline, when combined, explain 76.5% of the variance in Job Satisfaction. In contrast, Job Satisfaction, Organizational Culture, and Work Discipline together explain 86.7% of the variance in OCB. Such high R^2 values suggest that the research model possesses strong explanatory power, consistent with [Chin \(1998\)](#), who categorizes R^2 values greater than 0.67 as strong.

Table 5. Coefficient of determination (R^2)

Endogenous Variable	R Square	R Square Adjusted	Description
Job Satisfaction	0.765	0.759	Strong
OCB	0.867	0.861	Strong

4.1.1.2. Predictive Relevance (Q^2)

Table 6. Results of predictive relevance (Q^2) test

Endogenous Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$	Description
Job Satisfaction	360.000	169.306	0.530	High
OCB	360.000	134.494	0.626	High

The Predictive Relevance (Q^2) values for Job Satisfaction and OCB were 0.530 and 0.626, respectively (Table 6). As all Q^2 values were greater than 0, the model demonstrated strong predictive relevance, with values above 0.35 indicating high predictive accuracy ([Hair et al., 2021](#)). This indicates that the model possesses substantial predictive capability for endogenous variables, confirming the reliability of its structural estimates.

4.1.1.3. Effect Size (f^2)

Table 7. Effect size (f^2) test

Relationship	f^2	Description
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Organizational Culture → OCB	0.065	Small
Work Discipline → OCB	0.064	Small
Job Satisfaction → OCB	1.462	Large

The results in Table 7 indicate that the effects of Organizational Culture on OCB ($f^2 = 0.065$) and Work Discipline on OCB ($f^2 = 0.064$) fall into the *small* category. However, job satisfaction had a significant effect on OCB ($f^2 = 1.462$). This demonstrates that Job Satisfaction is the dominant factor influencing the emergence of OCB among civil servants (ASN) in the Makassar City Government.

4.1.1.4. Significance Test of Path Coefficients

Table 8. Results of direct effect test

Relationship	Path Coefficient (O)	T Statistic	P Values	Description
Organizational Culture → OCB	0.167	1.200	0.231	Not Significant
Work Discipline → OCB	0.157	1.262	0.207	Not Significant
Job Satisfaction → OCB	0.912	7.832	0.000	Significant
Organizational Culture → Job Satisfaction	0.509	3.708	0.000	Significant
Work Discipline → Job Satisfaction	0.432	3.049	0.002	Significant

Table 9. Results of the indirect effect (mediation) test

Relationship	Path Coefficient (O)	T Statistic	P Values	Description
Organizational Culture → Job Satisfaction → OCB	0.464	3.787	0.000	Significant
Work Discipline → Job Satisfaction → OCB	0.394	2.615	0.009	Significant

4.1.2 Direct Effects

The results presented in Table 8 show that Organizational Culture and Work Discipline do not have a significant direct effect on OCB ($p\text{-value} > 0.05$). However, both have a positive and significant influence on Job Satisfaction (Organizational Culture → Job Satisfaction, $\beta = 0.509$; $p = 0.000$; Work Discipline → Job Satisfaction, $\beta = 0.432$; $p = 0.002$).

This suggests that a stronger organizational culture and better work discipline result in higher job satisfaction among employees. Meanwhile, Job Satisfaction has a significant and positive effect on OCB ($\beta = 0.912$; $p < 0.001$), suggesting that employees who are satisfied with their jobs tend to display extra-role behaviors, such as helping colleagues, maintaining a positive work environment, and demonstrating commitment to the organization. This finding aligns with the prior research by [Organ \(2013\)](#), [M. Podsakoff et al. \(2018\)](#), which identified job satisfaction as a primary predictor of OCB.

4.1.3 Indirect Effects (Mediation)

Based on the mediation test results (Table 9), Job Satisfaction significantly mediated the influence of Organizational Culture on OCB ($\beta = 0.464$; $p = 0.000$) and Work Discipline on OCB ($\beta = 0.394$; $p = 0.009$). Thus, the mediating role of job satisfaction is complete mediation, as the direct effects of Organizational Culture and Work Discipline on OCB are not significant but become significant through Job Satisfaction. This supports the findings of [Paramitha, Indiani, and Yasa \(2024\)](#), who emphasized that job satisfaction serves as a *psychological bridge* connecting organizational factors and employees' voluntary behaviors.

4.2 Discussion

4.2.1 The Influence of Organizational Culture on OCB

The findings of this study indicate that organizational culture does not have a significant direct effect on OCB ($p\text{-value} = 0.231 > 0.05$). This suggests that although organizational culture shapes shared values and behavioral norms, it does not directly encourage employees to engage in extra-role behaviors beyond their formal duties. This outcome may be attributed to the fact that civil servants (ASN) in Makassar City tend to be bound by formal rules and bureaucratic structures, which emphasize compliance with procedures rather than voluntary discretionary actions. Therefore, a strong culture of rule adherence may not necessarily translate into spontaneous prosocial behaviors that characterize OCB. However, organizational culture exerts an indirect influence on OCB through job satisfaction, as revealed by the mediation test ($\beta = 0.464$; $p = 0.000$). This means that when employees perceive a positive organizational culture — one that emphasizes cooperation, trust, and support — they tend to feel more satisfied with their work, which subsequently increases their willingness to engage in OCB.

This finding aligns with [Kim and Park \(2020\)](#) and [Simakhajornboon, Phuthong, and Srisuksa \(2024\)](#), who argue that culture influences employee attitudes and behaviors through psychological mechanisms such as motivation and satisfaction. It also supports the research of [Khan, Ismail, Hussain, and Alghazali \(2020\)](#); [Khan et al. \(2020\)](#) which found that job satisfaction mediates the relationship between organizational Culture and OCB among government employees in Bali. In essence, although organizational Culture does not directly predict OCB, it plays an important indirect role by enhancing employees' job satisfaction, which in turn promotes prosocial behaviors and voluntary contributions to organizational goals.

4.2.2 The Influence of Work Discipline on OCB

The results of this study also demonstrate that work discipline does not have a significant direct effect on OCB ($p = 0.207 > 0.05$). This suggests that strict adherence to regulations and punctuality alone may not motivate employees to exceed their formal obligations to the organization.

In the bureaucratic context of local government institutions, discipline is often interpreted narrowly as compliance with attendance, work hours, and hierarchical commands. Consequently, employees may exhibit disciplined behavior without necessarily engaging in discretionary actions, such as helping coworkers or showing initiative — behaviors that define OCB. Nevertheless, work discipline significantly influenced OCB indirectly through job satisfaction ($\beta = 0.394$; $p = 0.009$). This implies that discipline can foster OCB when it contributes to employees' sense of fairness, comfort, and stability in the workplace. When employees perceive disciplinary policies as fair and consistently applied, they tend to experience higher job satisfaction, which motivates them to engage in positive organizational behaviors.

This is consistent with [Ajabar \(2024\)](#), who noted that work discipline can enhance employee morale and commitment when it is rooted in fairness and mutual respect. Similarly, [\(Ilmiana, Budiadi, & Putri, 2025\)](#); [Juwita et al. \(2023\)](#); [Krajcsák and Kozák \(2022\)](#); [Suherdi and Ahmad \(2023\)](#) emphasized that discipline, when implemented constructively, can strengthen employees' intrinsic motivation to contribute beyond formal job requirements. Hence, while Discipline alone may not trigger OCB, its psychological impact through job satisfaction is crucial in transforming compliance-oriented behavior into voluntary organizational participation ([Krajcsák & Kozák, 2022](#); [Ocampo et al., 2018](#)).

4.2.3 The Influence of Job Satisfaction on OCB

The study found that job satisfaction had a substantial positive effect on OCB ($\beta = 0.912$, $p < 0.001$). This means that employees who feel satisfied with their work — including their salary, promotion opportunities, relationships with colleagues, supervision, and work environment — are more likely to demonstrate extra-role behaviors such as helping others, maintaining high performance, and supporting organizational initiatives. This finding reinforces the Social Exchange Theory [Sidorenkov et al. \(2023\)](#), which posits that when employees perceive favorable treatment from the organization, they reciprocate through constructive and voluntary behaviors that benefit the organization. Thus, job satisfaction is the key motivational factor that drives OCB among civil servants.

Furthermore, this result is in line with the studies of [Organ \(2013\)](#); [M. Podsakoff et al. \(2018\)](#); [Sahyoni and Supartha \(2020\)](#); [Ocampo et al. \(2018\)](#); [Khoso and Pathan \(2023\)](#); [Meng and Berger \(2019\)](#);

[Belwalkar, Vohra, and Pandey \(2018\)](#); ([Ilmiana et al., 2025](#)) identified job satisfaction as one of the most consistent predictors of OCB across various organizational contexts. Satisfied employees tend to internalize organizational goals and demonstrate higher emotional attachment, leading them to contribute more than their prescribed duties. In the context of public sector organizations, this implies that improving job satisfaction among civil servants can substantially increase their willingness to engage in voluntary, service-oriented behavior, which is a critical factor in improving bureaucratic performance and public trust.

4.2.4 The Role of Job Satisfaction as a Mediating Variable

The mediation test revealed that job satisfaction fully mediated the effects of both organizational culture and work Discipline on OCB. Specifically, the indirect effects of organizational culture and work discipline on job satisfaction were significant ($p < 0.01$), whereas their direct effects on OCB were not significant. This finding suggests that the presence of a supportive organizational culture and a fair disciplinary system enhances employee satisfaction first, and only then does this satisfaction translate into higher levels of OCB.

In other words, organizational and managerial factors cannot directly induce OCB unless they first improve employees' perceptions of their work. This is consistent with [the definition of job satisfaction by Paramitha et al. \(2024\)](#) as a positive emotional response resulting from the appraisal of one's job or work experiences. When employees feel content, valued, and supported, they are more likely to engage in behaviors that voluntarily exceed formal expectations. The mediating role of job satisfaction found in this study supports the findings of [Tagliabue et al. \(2020\)](#); [Darvishmotevali and Ali \(2020\)](#); [Zhao, Lu, and Liu \(2023\)](#) who emphasized that job satisfaction acts as an essential psychological mechanism linking organizational conditions to behavioral outcomes. This aligns with [Hair et al. \(2021\)](#), who argue that internal attitudinal variables often serve as mediators between contextual factors and employee performance.

Thus, the results underscore the strategic importance of job satisfaction as a bridge connecting organizational culture and work discipline to OCB. In the context of the Makassar City Government, cultivating a positive organizational culture and promoting fair and consistent discipline will enhance employee job satisfaction, which in turn will foster higher levels of OCB, leading to improved organizational effectiveness and public service quality.

5. Conclusions

5.1 Conclusions

This study aimed to analyze the influence of organizational culture and work discipline on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable among civil servants (ASN) in government institutions in Makassar City. Based on the results of the Partial Least Squares (PLS) analysis, several important findings were obtained, providing both theoretical and practical contributions to the development of public human resource management.

First, organizational culture and work discipline positively and significantly affect job satisfaction. This finding suggests that when organizational values, such as cooperation, responsibility, and integrity, are effectively implemented, and work discipline is applied consistently and fairly, employees experience higher levels of job satisfaction. A positive organizational culture fosters a harmonious work environment, whereas strong work discipline cultivates a sense of responsibility and emotional stability among employees.

Second, job satisfaction positively and significantly affected OCB. Employees who feel satisfied with their jobs tend to possess intrinsic motivation to contribute more, assist colleagues, and voluntarily support organizational goals. This finding reinforces the view that job satisfaction is a primary driver of extra-role behavior in the workplace, particularly within the public sector, which requires a strong commitment to public service.

Third, organizational culture and work discipline do not directly affect OCB; however, both have significant indirect effects through job satisfaction, which serves as a mediator. This means that job

satisfaction plays a central role in bridging the relationship between organizational factors and employees' voluntary behaviors. An organizational culture that promotes collaboration and a well-implemented disciplinary system increases job satisfaction, which, in turn, strengthens OCB.

Overall, this study emphasizes that, in the context of civil servants in Makassar City, building an inclusive organizational culture, implementing fair and consistent work discipline, and enhancing job satisfaction are key strategies for fostering citizenship behavior within the bureaucracy. The practical implication of these findings is that government leaders should strengthen humanistic, service-oriented organizational values, develop fair reward systems, and create a work environment that supports employees' psychological wellbeing.

From a theoretical perspective, this study enriches the understanding of the psychological mechanisms that mediate the influence of organizational factors on voluntary work behavior. Job satisfaction has been proven to be a key variable linking Culture and Discipline with OCB. Future research is recommended to extend this model by incorporating additional variables, such as organizational commitment or transformational leadership, to deepen the understanding of the factors that drive positive behaviors among civil servants in the context of bureaucratic reform and the digitalization of government administration.

5.2 Research Limitations

Although this study contributes valuable insights, several limitations should be noted. First, the study was conducted only among civil servants in the Makassar City Government, which may limit the generalizability of the results to other regional or national contexts. Data were collected through self-reported questionnaires, which may have involved common method bias or subjective perceptions. The research model focused on three main variables (Organizational Culture, Work Discipline, and Job Satisfaction), whereas other factors such as leadership style, motivation, and organizational commitment might also influence OCB.

5.3 Suggestions and Directions for Future Research

Expanding the scope of analysis to different organizational contexts (e.g., private sector, nonprofit organizations, or other government institutions). Incorporate longitudinal research designs to examine the causal dynamics between culture, satisfaction, and OCB over time. Including additional mediating or moderating variables, such as leadership style, organizational commitment, and psychological empowerment, can enrich the explanatory power of the model.

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Author Contribution

The contributions of the authors to this study are as follows. MT was responsible for developing the research concept, formulating research questions, interpreting the research results, and writing the manuscript in accordance with the journal template. NR contributed to the data collection, analysis, and interpretation of the findings. SA was involved in translating the manuscript into English and supporting data analysis. MY contributed to proofreading and interpreting the research results. HM participated in data collection and manuscript preparation. HH contributed to the data collection and formulation of the research questions. AM was responsible for data collection.

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