

The Influence of Organizational Commitment, Job Satisfaction and Organizational Culture on OCB of Employees at the West Dompu Health Center

Ayu Suraya^{1*}, Mukmin Suryatni²
University of Mataram

Corresponding Author: Ayu Suraya ayusuraya573@gmail.com

ARTICLE INFO

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

Received : 12, March

Revised : 03, April

Accepted: 15, May

©2025 Suraya, Suryatni: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The study was conducted to examine the influence of three independent variables, namely organizational commitment, job satisfaction, and organizational culture on organizational citizenship behavior as a dependent variable. Using a quantitative descriptive method, this study involved 65 respondents with multiple linear regression analysis techniques. Based on the results of statistical testing, both through partial tests (t-test) and simultaneous tests (F-test), it was found that the three independent variables had a significant influence on organizational citizenship behavior. The significance value obtained supports the research hypothesis, so it can be concluded that organizational commitment, job satisfaction, and organizational culture jointly and individually affect organizational citizenship behavior.

INTRODUCTION

Public health at its best (Inayati & Nuraini, 2021). In In this regard, delivering high-quality healthcare services to the community depends heavily on the work of Puskesmas staff members.

The voluntary actions of workers that go above and beyond the requirements of their official employment and are not specifically acknowledged by the organization's formal incentive structure are known as Organizational Citizenship Behavior (OCB). Actions This includes cooperation among coworkers, volunteering to take on extra responsibilities, and positive participation in life organization (Selviandry et al., 2024). In the setting of the Health Center, OCB becomes crucial to keep in mind the qualities of service health in need of collaboration, a strong team, and high employee devotion (Dude et al., 2023).

It has long been known that organizational commitment affects employee OCB. According to (Giovanni et al., 2023), employees who are highly committed and organized tend to have a strong emotional attachment to the organization and are eager to provide more than is required of them. However, there is currently little study on the relationship between OCB and commitment organizations in the setting of community health centers in Indonesia, particularly in underdeveloped regions like West Dompu.

Another significant component that may have an impact on OCB is satisfaction work. Employee satisfaction tends to result in favorable behavior that benefits the organization (Sholikhah & Frianto, 2022). However, further research is still needed to fully understand the association between work satisfaction and OCB in the context of primary health care in the distant region, taking into account the unique problems of the metropolitan area.

In recent years, the phenomenon of earnings quality and corporate governance in Indonesia has attracted increasing attention, especially in light of several corporate scandals and irregularities in financial reporting. Despite the implementation of good corporate governance (GCG) principles and regulatory reforms aimed at enhancing transparency and accountability, many Indonesian firms still exhibit poor earnings quality, as indicated by practices such as earnings management and the lack of timely, relevant financial disclosures.

This situation raises concerns about the effectiveness of governance mechanisms and the organizational environment in ensuring ethical and performance-oriented behavior among employees. In the context of public sector organizations, particularly health institutions like Puskesmas (Community Health Centers), non-financial performance indicators such as Organizational Citizenship Behavior (OCB) become increasingly important in maintaining service quality and operational efficiency. However, little attention has been paid to how internal organizational factors – such as organizational commitment, job satisfaction, and organizational culture – affect the emergence of OCB in public healthcare settings in Indonesia.

Most previous studies have focused on private sector organizations or have examined these variables in isolation. This gap highlights the need for a more comprehensive understanding of how these interrelated factors influence

OCB within the specific context of Indonesian public health centers. Therefore, this study aims to investigate the influence of organizational commitment, job satisfaction, and organizational culture on the Organizational Citizenship Behavior of employees at the West Dompu Health Center, with the goal of providing insights that can support better organizational governance and employee engagement in public healthcare services.

THEORETICAL REVIEW

Organizational Citizenship Behavior (OCB)

Huang proposed three categories of employee behavior: participation, being bound and part of an organization, having to finish a task and behave in a way that adheres to the organization's values, and engaging in creative and impromptu activities outside of their perceived role in the organization. The final category is frequently referred to as extra-role conduct or organizational citizenship activity (Rulianti & Pardede, 2022).

Behavior that is optional and not explicitly acknowledged by the organization's official incentive system is known as Organizational Citizenship Behavior (OCB). OCB is a behavior choice that enhances the efficient operation of the company but is not a part of the employee's official work responsibilities (Rahayu & Qurdiana, 2020). Helping colleagues who are overworked, avoiding work-related issues, refraining from whining about little things, and actively engaging in organizational activities are examples of voluntary behaviors that fall under this category. According to Griffin in Dude et al., (2023) *Organizational citizenship behavior* consists of 5 dimensions, namely: 1) *Altruism* or *Selflessness*, 2) *Conscientiousness* or *Careful Attitude*, 3) *Sportsmanship* or *Sportsmanship*, 4) *Courtesy* or *Politeness*, and 5) *Civic Virtue* or *Community Morals*.

Organizational Commitment

The term "organizational commitment" describes how attached and committed a person is to the company they work for. It encompasses an employee's will to stick with the company, support its mission and vision, and fulfill their duties in a responsible manner. Because it has an impact on staff retention, work happiness, and productivity, this commitment is crucial (Maulana, 2020). Businesses that can foster a strong sense of commitment will experience lower staff turnover and more teamwork.

In addition, according to Putra et al., (2023) organizational culture and values are intimately linked to organizational commitment. Employees are more likely to be committed when they believe that their own beliefs align with those of the company. Numerous programs, including staff development training, achievement recognition, and creating a happy work atmosphere, can help achieve this. Organizations may foster creativity and improved performance in addition to increasing employee engagement by fostering a supportive environment (Puspitasari et al., 2023). The indicators of organizational commitment according to Allen & Meyer in Dude et al., (2023) are as follows: 1) *Affective Commitment*, 2) *Normative Commitment*, and 3) *Continuance Commitment*.

Job satisfaction

Positive sentiments that workers have about their occupations are known as job satisfaction, and they are frequently impacted by elements including the workplace culture, connections with coworkers, and professional accomplishments (Humairo & Suryatni, 2024). Employee satisfaction is positively correlated with motivation, productivity, and stress levels. Both the person and the organization's performance are impacted by job satisfaction (Fauzi et al., 2022). Employees are more inclined to actively participate in accomplishing company objectives when they feel appreciated and content in their positions.

Job happiness may be influenced by a variety of factors, such as possibilities for self-improvement and fair remuneration. Furthermore, managerial support and efficient communication are crucial for establishing a fulfilling workplace. High levels of job satisfaction are more likely to be produced by companies that support their workers' well-being and pay attention to their opinions (Putri et al., 2024). In the long run, high job satisfaction can reduce turnover rates and increase employee loyalty, which in turn supports the long-term success of the organization indicator satisfaction Work according to Putri et al., (2023) is as following : 1) Partner Work , 2) Worker That Alone , 3) Promotion , 4) Supervisor , and 5) Salary .

Organizational culture

Members of an organization share a set of values, customs, and beliefs that make up its culture. It includes how members of the organization think, communicate, and make choices. According to (Novianti et al., 2024), it acts as a guideline that affects both individual and collective behavior and forms the identity of the organization. A strong culture may foster a feeling of belonging among staff members, improve teamwork, and inspire them to accomplish shared objectives. On the other hand, a weak or unfavorable culture may cause disagreement, misunderstanding, and discontent among staff members.

Organizational culture is important from an internal perspective, but it also affects how external parties, including consumers and business partners, see the company. A great culture may help the company build a solid reputation and draw in top people. Management must make a commitment to sharing key principles, praising staff accomplishments, and fostering an innovative atmosphere in order to establish a positive culture (Riono et al., 2020). Thus, a strong organizational culture can be a valuable asset that drives long-term growth and success. The indicators of organizational culture according to Putri et al., (2023) are as follows: 1) Innovation and Risk Taking, 2) Team Orientation, and 3) Results Orientation.

Organizational Citizenship Behavior (OCB) has increasingly become a critical focus in studies concerning employee performance, particularly in public service institutions where formal incentives may not sufficiently motivate individuals to go beyond their job descriptions. Huang, as cited in Rulianti and Pardede (2022), identifies OCB as part of extra-role behavior—activities performed by employees outside of their formal roles yet beneficial to organizational functioning. Rahayu and Qurdiana (2020) emphasize that OCB is

voluntary, not formally rewarded, and often includes helping colleagues, resolving work problems independently, and actively participating in organizational events. These behaviors are essential for enhancing organizational efficiency, especially in health institutions where teamwork, responsibility, and community involvement are crucial. Griffin in Dude et al. (2023) conceptualizes OCB through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, indicating that employees who display high OCB contribute significantly to a supportive and high-performing organizational culture.

The emergence of OCB, however, does not occur in isolation; it is influenced by several internal organizational factors such as organizational commitment, job satisfaction, and organizational culture. Organizational commitment, as described by Maulana (2020), refers to the emotional and psychological attachment an employee feels toward their organization, which directly impacts their willingness to exert discretionary effort. The theory is further supported by Putra et al. (2023), who found that when organizational values align with employee values, the sense of commitment is enhanced, resulting in higher loyalty and engagement. This is echoed by Puspitasari et al. (2023), who show that a supportive environment that recognizes employee achievements and fosters development can increase commitment and, consequently, positive behaviors like OCB. The dimensions of commitment— affective, normative, and continuance— suggest that emotional attachment, a sense of obligation, and awareness of the costs associated with leaving the organization all play roles in shaping behavior (Dude et al., 2023).

Job satisfaction, closely linked to motivation and employee well-being, is another key determinant of OCB. According to Humairo and Suryatni (2024), satisfied employees are more likely to demonstrate enthusiasm and loyalty, positively affecting their productivity and workplace behavior. Fauzi et al. (2022) reinforce this by finding that employees who are content with their job conditions are more engaged in organizational goals and show fewer stress symptoms. Additionally, as stated by Putri et al. (2024), elements like fair compensation, supervisor support, and growth opportunities strongly influence job satisfaction levels. High satisfaction fosters a positive outlook that encourages employees to contribute beyond their formal responsibilities, strengthening OCB in the process.

Organizational culture, the final predictor, plays an overarching role in shaping norms and behaviors within the workplace. Novianti et al. (2024) argue that a shared culture cultivates belonging, fosters collaboration, and motivates employees to support collective goals. When a culture emphasizes innovation, teamwork, and results—as noted by Putri et al. (2023)—it establishes a framework that nurtures proactive behavior and mutual support. Furthermore, Riono et al. (2020) highlight that a strong and positive culture not only impacts internal cohesion but also enhances the organization's external image and long-term performance. Therefore, an organizational environment characterized by strong cultural values is more likely to inspire employees to act in ways that benefit the organization beyond their prescribed duties.

Hypothesis Development

1. The Influence of Organizational Commitment on OCB

Organizational citizenship behavior (OCB) is strongly influenced by organizational commitment because highly dedicated individuals have a tendency to sense a strong emotional and psychological bond with their company. Even when they are not doing their official duties, employees are more inclined to participate pro-actively and assist colleagues when they have a feeling of duty and loyalty to the organization's goal and values. This dedication motivates staff to raise their contributions, foster more teamwork, and establish a favorable work atmosphere, all of which eventually lead to the organization's success as a whole (Rulianti, 2022). This is supported by research from Mulyantoro & Suherman (2022) which explains that commitment organization employee the more tall so employee OCB behavior the more tall .

H₁ : Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior

2. The Influence of Job Satisfaction on OCB

Organizational Citizenship Behavior (OCB) is significantly impacted by job happiness since highly contented employees are more dedicated to their work and surroundings. Employees who feel appreciated and content are more inclined to make constructive contributions, go above and beyond the call of duty, and act pro-actively to assist their colleagues and the company overall. Because of this fulfillment, they are more motivated to actively contribute to the development of a peaceful and effective workplace, which eventually enhances organizational performance (Rulianti, 2022). This is supported by research from Mulyantoro & Suherman (2022) which explains that the higher the level of job satisfaction of workers, the higher the OCB of workers in the organization.

H₂ : Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB).

3. The Influence of Organizational Culture on OCB

In organizational literature, there has been much discussion of the close connection between work satisfaction and Organizational Citizenship Behavior (OCB). One of the main factors thought to influence people's OCB behavior is job satisfaction. This is due to the fact that contented workers are more likely to approach their work with responsibility and dedication. As a result, there is little disagreement among researchers about how work satisfaction affects OCB (Rulianti, 2022). This is supported by research from Mulyantoro & Suherman (2022) which explains that increased OCB behavior of workers is reflected in voluntary initiatives to help coworkers, maintain good relationships to avoid conflict, accept organizational policies even in difficult conditions, show high dedication to work, and strive to exceed achievement standards. In addition, they are also responsible for being involved and participating in various organizational activities.

H₃ : Organizational culture has a positive and significant influence on Organizational Citizenship Behavior (OCB).

METHODOLOGY

The population in this study consisted of all employees at the West Dompu Health Center, totaling 65 individuals. Based on Sugiyono (2013), a sample represents part of the population that possesses specific characteristics. Given the relatively small size of the population, the study employed saturated sampling (census), in which all members of the population are included as research subjects. Arikunto (2010) suggests that if the population is less than 100, it is better to include the entire population to ensure the representativeness of the data. Therefore, all 65 employees became the sample of this research. Primary data was collected through structured interviews and questionnaires, focusing on the variables of organizational commitment, job satisfaction, organizational culture, and Organizational Citizenship Behavior (OCB). To reduce subjectivity, data processing and sampling validation were supported by the use of the SPSS software.

Operationalization of the variables was based on theoretical constructs and previous studies. Organizational commitment was measured using indicators from Allen and Meyer (in Dude et al., 2023), which include affective commitment, normative commitment, and continuance commitment. Job satisfaction was assessed using dimensions adapted from Putri et al. (2023), namely coworker relationships, individual work characteristics, promotion opportunities, supervision, and compensation. Organizational culture was evaluated based on indicators from Putri et al. (2023), consisting of innovation and risk-taking, team orientation, and results orientation. Lastly, Organizational Citizenship Behavior (OCB) was measured using five dimensions according to Griffin (in Dude et al., 2023), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. All constructs were operationalized into multiple questionnaire items on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to quantify the respondents' perceptions.

Although the primary focus of this research is on behavioral aspects within an organizational setting, the study also integrates an additional analysis of earnings quality using the Earnings Persistence Ratio (EPR) model to provide a broader organizational performance context. The EPR is a model used to measure the sustainability and reliability of earnings over time and is often calculated as the coefficient of earnings in a regression model where current earnings are regressed against past earnings:

$$EPR = \beta \text{ in the regression equation } E_t = \alpha + \beta E_{(t-1)} + \varepsilon_t,$$

where E_t represents earnings in the current period, and $E_{(t-1)}$ represents earnings in the previous period. A higher EPR indicates higher earnings quality, suggesting that past earnings are a good predictor of future performance, which can reflect indirectly on organizational effectiveness.

The data collected through questionnaires were analyzed using multiple linear regression analysis to determine the simultaneous and partial influence of organizational commitment, job satisfaction, and organizational culture on OCB. The statistical analysis was carried out using SPSS (Statistical Package for the Social Sciences) version 26. This software facilitated descriptive statistics, reliability testing (Cronbach's Alpha), classical assumption testing (normality,

multicollinearity, heteroscedasticity), and hypothesis testing using t-tests and F-tests. The significance level used in the hypothesis testing was set at 5% ($\alpha = 0.05$), ensuring the robustness and reliability of the results. Through this comprehensive method, the study aims to provide empirical evidence on the behavioral dynamics that shape employee contributions in a public healthcare setting.

RESULTS

Normality Test

Residual normality testing is carried out using the Kolmogorov Smirnov test, by looking at the Kolmogorov and Asymp.Sig values which can be seen in the following table:

Table 1. Normality Test Results

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,11145456
Most Extreme Differences	Absolute	,261
	Positive	,261
	Negative	-,140
Kolmogorov-Smirnov Z		2,104
Asymp. Sig. (2-tailed)		,287

Source: SPSS data processing results

The results of the data normality test in the study showed that the residual data had a normal distribution. This is indicated by the Asymp. Sig. (2-tailed) value of 0.287, which is greater than 0.05, so the null hypothesis is not rejected. Thus, it can be concluded that the data above meets and the data is normally distributed.

Reliability Test

Table 2. Reliability Test Results

Variables	Cronbach Alpha
Organizational Commitment (X1)	0.623
Job Satisfaction (X2)	0.756
Organizational Culture (X3)	0.668
OCB	0.850

Source: SPSS data processing results.

The results of the reliability test in the study showed that all variables tested had adequate reliability values. The Organizational Commitment variable (X1) has a reliability value of 0.623, followed by Job Satisfaction (X2) with a value

of 0.756, Organizational Culture (X3) of 0.668, and *Organizational Citizenship Behavior* (OCB) with the highest value, which is 0.850. All of these values indicate that the instruments used in this study are reliable, so the data above shows reliability.

Multicollinearity Test

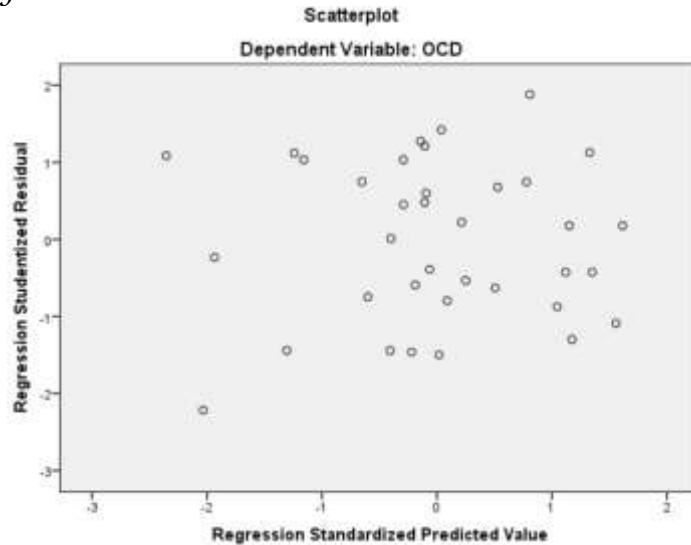
Table 3. Multicollinearity Test Results

Model	Variables	Collinearity Statistics	
		Tolerance	VIF
1	Organizational Commitment (X ₁)	0.224	4,458
	Job Satisfaction (X ₂)	0.404	2,474
	Organizational Culture (X ₃)	0.266	3,758

Source: SPSS data processing results.

The results of the multicollinearity test in the study indicate that there is no significant multicollinearity problem between the independent variables. The Tolerance value for Organizational Commitment (X₁) is 0.224, Job Satisfaction (X₂) is 0.404, and Organizational Culture (X₃) is 0.266. Meanwhile, the Variance Inflation Factor (VIF) value for each variable is 4.458 for X₁, 2.474 for X₂, and 3.758 for X₃. All Tolerance values above 0.1 and VIF below 10 indicate that there is no significant multicollinearity, so the regression model used in this study can be considered valid and reliable for further analysis.

Heteroscedasticity Test



Source: SPSS data processing results.

Figure 1. Heteroscedasticity Test

The results of the heteroscedasticity test in the study can be seen from the scatterplot presented. In the scatterplot, if the points do not form a certain pattern and are randomly distributed around the zero line, then it can be concluded that there is no heteroscedasticity problem. From the visualization provided, it appears that the points are randomly distributed, indicating that the homoscedasticity assumption is met. This indicates that the residual variance is constant across the predicted values, so the regression model used can be considered valid for further analysis.

Hypothetical Testing

After calculating each value of the variables studied, the next step is to test the hypothesis proposed in the study, while the tool used to analyze the three hypotheses is the partial correlation coefficient test (t-test) with the help of the SPSS software program. In this study, four hypotheses were tested. The first hypothesis is related to testing whether or not there is an influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB). Second, it is related to whether or not there is an influence of Job Satisfaction on *Organizational Citizenship Behavior* (OCB). Third, it is related to whether or not there is an influence of Organizational Culture on *Organizational Citizenship Behavior* (OCB).

Regression analysis is used to systematically estimate what might happen in the future based on past information, with the aim of minimizing errors that will occur in the future. Multiple linear regression of the variables Organizational Commitment (X1), Job Satisfaction (X2) and Organizational Culture (X3) on *Organizational Citizenship Behavior* (OCB), can be seen in the table below:

Table 4. Linear Regression Coefficient Test Results

Model	Variables	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.747	8,556		0.87	0.931
	Organizational Commitment	0.151	0.421	0.691	0.358	0.721
	Job satisfaction	0.506	0.197	0.371	2,575	0.012
	Organizational culture	0.960	0.380	0.449	2,528	0.014

Source: SPSS data processing results.

The important data in the table is the B value to form a multiple regression equation. From the results of the multiple regression analysis calculation, the multiple regression equation can be obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 0,747 + 0,151X_1 + 0,506X_2 + 0,960X_3$$

The equation describes the relationship of each variable to changes in *Organizational Citizenship Behavior* (OCB). The constant value of 0.747 indicates the baseline value of OCB when all independent variables are zero. The Organizational Commitment variable, with a coefficient of 0.151, shows a significance value of 0.721, which means its influence is not significant. In contrast, Job Satisfaction has a coefficient of 0.506 and a significance value of 0.012, indicating a significant influence on OCB. Organizational Culture also shows a significant influence with a coefficient of 0.960 and a significance value of 0.004.

Next, the t value for Satisfaction Work And Culture Organization each of 2,575 and 2,528, strengthening findings that second variable This own significant impact towards OCB. Whereas mark F_{table} on of 95% ($\alpha = 0.05$) is 2,740. With thus $F_{count} > F_{table}$, so that clear Hey rejected and H1 is accepted with level significance 0.000. This is show that in a way together, Commitment Organizational, Satisfaction Work, and Culture Organization influential positive And significant to *Organizational Citizenship Behavior* (OCB).

DISCUSSION

1. The Influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB)

The partial hypothesis test results show that there is a positive and significant influence between Organizational Commitment and *Organizational Citizenship Behavior* (OCB). Rulianti & Pardede (2022) states that organizational commitment is one of the factors that influence OCB, which reflects loyalty to the organization. When the level of organizational commitment is high, employees

tend to show loyalty to their work and strive to maintain their positions. This aims to improve individual performance, which in turn will contribute to improving the overall performance of the company. In other words, committed employees will not only focus on their tasks, but will also strive to provide additional positive contributions to the organization, thereby creating a more productive and competitive work environment.

2. The Influence of Job Satisfaction on *Organizational Citizenship Behavior* (OCB)

The partial hypothesis test results show that there is a positive and significant influence between Job Satisfaction and *Organizational Citizenship Behavior* (OCB). According to Rulianti & Pardede (2022), job satisfaction should be considered as one of the main factors that determine OCB. Employees who are satisfied with their jobs tend to speak positively about the organization and exceed normal expectations in their duties. This happens because they want to give back for the positive experiences they feel. Thus, job satisfaction not only increases individual motivation, but also contributes to behavior that supports and benefits the organization.

3. The Influence of Organizational Culture on *Organizational Citizenship Behavior* (OCB)

The partial hypothesis test results show that there is a positive and significant influence between Organizational Culture and *Organizational Citizenship Behavior* (OCB) of Employees of the West Dompu Health Center. Rulianti & Pardede (2022) argues that organizational culture plays an important role in influencing the behavior of all members of the organization. The values contained in organizational culture function as guidelines and references for behavior that is oriented towards achieving goals and performance results that have been set. Therefore, the culture that exists in the organization needs to be applied and internalized by all members in order to function effectively.

CONCLUSIONS AND RECOMMENDATIONS

The study's findings showed that three factors—organizational culture, job satisfaction, and organizational commitment—had a favorable and substantial impact on organizational citizenship behavior (OCB). Employees were reluctant to leave the company because they were at ease there, felt encouraged by the chance to share ideas without strict supervision from superiors, and were part of a work culture that rewarded achieving the best results as a sign of a strong sense of loyalty.

Companies are advised to preserve and enhance the elements that support OCB by: enhancing career development initiatives to boost organizational commitment; putting in place a more thorough reward system to boost job satisfaction; and creating initiatives to fortify organizational culture through team-building and leadership development exercises. Companies can also regularly assess the OCB levels of their employees and pinpoint areas that require development in order to provide a more favorable and effective work environment.

FURTHER STUDY

To further advance the research on the influence of organizational commitment, job satisfaction, and organizational culture on Organizational Citizenship Behavior (OCB) of employees at the West Dompu Health Center, several directions can be explored. One potential approach is conducting a longitudinal study, which would allow for the tracking of changes over time and the examination of the long-term effects of these variables on OCB. This would provide a deeper understanding of how organizational commitment, job satisfaction, and culture evolve and influence employee behavior across different stages of an employee's career. Additionally, future research could investigate mediating and moderating variables in the relationship between these independent variables and OCB. Exploring factors such as leadership styles or emotional intelligence could shed light on how these elements further influence OCB. Another valuable direction would be conducting a cross-sector comparison by expanding the study to include other public and private organizations within the healthcare sector. This comparison could highlight distinct factors that impact OCB in various organizational contexts, particularly in different healthcare settings. It would also be beneficial to examine the cultural context of Dompu, as local values and norms could shape the relationship between organizational culture, job satisfaction, and OCB. Understanding how regional culture influences these dynamics would offer context-specific insights. Lastly, intervention-based research could provide practical recommendations for improving OCB. By testing specific programs, such as training initiatives or reward systems, the effectiveness of strategies to enhance organizational culture, commitment, and job satisfaction could be assessed, offering actionable advice for management and policy implementation at the West Dompu Health Center. These future research directions would contribute valuable knowledge to the literature and provide guidance for improving organizational effectiveness in this setting.

ACKNOWLEDGMENT

The author also extends heartfelt thanks to all those who contributed to this study. Special appreciation goes to the management and staff of the West Dompu Health Center for their willingness to participate in this research and for providing valuable information and data.

REFERENCES

- Arikunto, S. (2010). *Research Procedures: A Practical Approach* . Jakarta: Rineka Cipta.
- Darwati, D, Y., Guslita, R., Mudrikah, M., Purwadhi, P., & Wijaya, YR (2024). THE ROLE OF ORGANIZATIONAL CULTURE IN IMPROVING TEAM PERFORMANCE IN COMMUNITY HEALTH CENTER. *Tambusai Health Journal* , 5 (4), 12145-12149.

- Dude, PC, Fanggidae, RE, Salean, DY, & Timuneno, T. (2023). THE EFFECT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF HEALTH WORKERS AT MARITAING COMMUNITY HEALTH CENTER, ALOR TIMUR DISTRICT. *GLORY Journal of Economics and Social Sciences* , 4 (3), 637-645.
- Dude, P., Fanggidae, R., Salean, D., & Timuneno, T. (2023). The Influence of Organizational Culture and Organizational Commitment on *Organizational Citizenship Behavior* (OCB) of Health Workers at the Maritaing Health Center, East Alor District. *GLORY Journal of Economics and Social Sciences* , 4 (3), 637-645. <https://doi.org/10.35508/glory.v4i3.10669>
- Fauzi, A., Wulandari, AS, Cahyani, DR, Nurfitri, N., Khairani, N., Deva, R., & Nursafitri, S. (2022). The Influence of Job Satisfaction and Job Stress on Turnover Intention in Employees (Performance Management Literature Review). *Journal of Applied Management Science* , 4 (2), 229-241. <https://doi.org/10.31933/jimt.v4i2.1223>
- Giovanni, FN, Survival, S., & Wulandari, W. (2023). THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE: ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND COMPETENCE ON TEACHER RETENTION AT SMAN 1 LAWANG. *JOURNAL OF ECONOMINA* , 2 (2), 380-396. <https://doi.org/10.55681/economina.v2i2.289>
- Humairo, AD, & Suryatni, M. (2024). Analysis of the Influence of Organizational Culture and Organizational Justice on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable. *ALEXANDRIA (Journal of Economics, Business, & Entrepreneurship)* , 5 (2), 228-235.
- Inayati, I., & Nuraini, S. (2021). The Role of Village Government in Public Health Services in Sukajaya Village, Cibitung District, Bekasi Regency. *Governance* , 9 (2), 44-73.
- Maulana, RI (2020). The Influence of Transformational Leadership, Job Satisfaction and Organizational Commitment on *Organizational Citizenship Behavior* of PT Sinergi. *Jurnal Ecodemica* , 4 (2).
- Novianti, R., Rahardja, SUJ, Muhyi, HA, & Purbasari, R. (2024). The Urgency of Learning Organization with the Role of Digital Leadership and Its Implementation as Organizational Culture. *USAHA Journal* , 5 (1), 8-19. <https://doi.org/10.30998/juuk.v5i1.2516>
- Prabowo, A. (2024). The Influence of Organizational Culture, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior of Employees of Sdit Ulul Albab, Pekalongan City: Research. *J-AKSI:*

JOURNAL OF ACCOUNTING AND INFORMATION SYSTEMS , 5 (1), 153-165.

- Puspitasari, DY, Elmas, MSH, & Tumini, T. (2023). The Influence of Organizational Culture, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior of Employees at Delta Superstore Kraksaan. *JUMAD: Journal of Management, Accounting, & Digital Business* , 1 (5), 661-670.
- Putra, A., Herawati, J., & Kurniawan, I. (2022). The Influence of Intrinsic Motivation, Extrinsic Motivation, Organizational Culture, and Organizational Commitment on Employee Performance. *Al-Kharaj: Journal of Islamic Economics, Finance & Business* , 5 (4), 1751-1765. <https://doi.org/10.47467/alkharaj.v5i4.1974>
- Putri, GAM, Fauzi, A., Saputra, F., Danaya, BP, & Puspitasari, D. (2023). The Influence of Career Development, Organizational Culture and Workload on Employee Job Satisfaction (HR Literature Review). *Journal of Information Systems Management Economics* , 5 (2), 99-110. <https://doi.org/10.31933/jemsi.v5i2.1688>
- Putri, M., Anindita, P., & Safa, NN (2024). Analysis of Factors Influencing Job Satisfaction in the Office Environment. *Komunika: Scientific Journal of Communication* , 2 (1), 92-105.
- Rahayu, MKP, & Qurdiana, SA (2020). Intervention of organizational commitment on the influence of job satisfaction on *Organizational Citizenship Behavior (OCB)* (study in student organization settings). *JBMP (Journal of Business, Management and Banking)* , 6 (1), 76-84. <https://doi.org/10.21070/jbmp.v6i1.445>
- Riono, SB, Syaifulloh, M., & Utami, SN (2020). The influence of organizational communication, organizational culture, and organizational commitment on employee performance at Dr. Soeselo Hospital, Tegal Regency. *Syntax* , 2 (4), 139. <https://doi.org/10.46799/syntax-idea.v2i4.190>
- Rulianti, E., & Pardede, R. (2022). THE EFFECT OF ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Eqien - Journal of Economics and Business* , 10 (1), 341 - 350. <https://doi.org/10.34308/eqien.v10i1.545>
- Selviandry, Y., Noviantoro, D., & Nasir, N. (2024, October). The Influence of Organizational Citizenship Behavior and Work Motivation on Employee Performance Through Job Satisfaction as a Mediating Variable at Bank Sumsel Babel Pagaralam Branch. In *FORBISWIRA BUSINESS AND ENTREPRENEURSHIP FORUM* (Vol. 14, No. 1, pp. 324-330).

Suraya, Suryatni

Sholikhah, CIR, & Frianto, A. (2022). The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Tiara Supermarket Employees. *Journal of Management Science* , 10 (1), 291-301.

Sugiyono. (2013) *Management Research Methods* . Alfabeta. Bandung.