

The Mediating Role of Job Satisfaction in the Relationship Between Work Environment and Organizational Citizenship Behavior

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ABSTRACT

This study seeks to examine the impact of the work environment on organizational citizenship behavior (OCB), using job satisfaction as a mediating factor, among lecturers in the Bachelor of Management Program at the Faculty of Economics and Business, University of Mataram. Employing a quantitative methodology that includes both descriptive and verificative techniques., this research involved a saturated sampling technique, where the entire population of 46 lecturers was taken as the sample. Data analysis was conducted using the Partial Least Squares (PLS) method with the SmartPLS 4 application. The findings ?.

INTRODUCTION

A supportive work environment is one of the key elements that encourage the enhancement of discretionary actions, often referred to as Organizational Citizenship Behavior (OCB) among lecturers (Negara, 2022). OCB refers to voluntary individual actions that contribute to performance enhancement and the smooth operational functioning of an organization (Ukkas & Latif, 2017). A comfortable, supportive work environment equipped with adequate facilities is expected to encourage lecturers to take on additional responsibilities, collaborate, and innovate in academic activities.

At the Undergraduate Management Program, Faculty of Economics and Business, University of Mataram, the increasing phenomenon of OCB is clearly visible through the behavior of mutual assistance among lecturers, a shared sense of responsibility in developing tasks, and the commitment demonstrated by their long service period. Most of the lecturers in this program have served for more than 10 years, reflecting their dedication and loyalty in supporting the sustainability and development of the institution.

Job satisfaction functions as a crucial intermediary element in the connection between the work environment and OCB. Lecturers who feel content with their working conditions tend to be more inclined to demonstrate favorable attitudes and strong commitment, making it easier for encouraging them to participate in actions that contribute to the organization's goals (Kusumadewi et al., 2023). Aspects of job satisfaction, including physical comfort, harmonious interpersonal relationships, and recognition of achievements, significantly contribute to strengthening OCB among lecturers (Murniah & Tyas, 2025).

Research on the impact of the work environment on Organizational Citizenship Behavior (OCB) with job satisfaction as a mediating variable remains relatively rare, particularly within the sphere of higher education and specifically among undergraduate management lecturers. Most previous studies have focused more on the corporate sector or government institutions, making this research expected to address the gap in current literature and offer new perspectives on the academic world.

The theoretical significance of this research is found in its examination of the model exploring the connection between the work environment and job satisfaction, and OCB, which has not been extensively examined in higher education. The findings are expected to enrich and modify existing theories on the driving factors of OCB and provide an in-depth understanding of lecturers' behavioral dynamics in the academic environment, particularly in the Undergraduate Management Program.

This study also aims to identify specific factors within the work environment that most significantly influence lecturers' job satisfaction. These factors include physical aspects such as facility adequacy, social aspects such as collegial relationships, and managerial aspects encompassing leadership style and institutional policies. A deep understanding of these factors allows institutions to design more targeted policies to enhance lecturers' performance.

Furthermore, the role of job satisfaction as a mediating a factor influencing the connection between the work environment and OCB becomes a vital focus in this study. A high level of job satisfaction derived from a supportive environment is expected to trigger an increase in OCB, evident from lecturers' tendencies to help each other, take responsibility for task development, and demonstrate high commitment through long service periods.

Drawing from the above explanation, This research aims to investigate the impact of the work environment on OCB, with job satisfaction serving as a mediating variable among lecturers of the Undergraduate Management Program at the Faculty of Economics and Business, University of Mataram. The study also seeks to identify the work environment elements that most contribute to job satisfaction and how job satisfaction serves as an intermediary in the connection between the work environment and OCB, thereby influencing the outcomes can provide a tangible contribution for the advancement of human resources management strategies in the academic environment.

THEORETICAL REVIEW

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a notion that refers to workers' self-initiated behaviors that go beyond their official obligations and responsibilities but play a positive role in enhancing the efficiency and seamless functioning of an organization. As stated in (Organ, 2018), OCB encompasses actions that are not explicitly outlined in job descriptions but are crucial for creating an efficient and harmonious work environment. These behaviors include helping colleagues, demonstrating loyalty to the organization, maintaining work ethics, and making positive contributions without expecting immediate rewards. OCB is divided into several dimensions, such as altruism (helpful behavior), conscientiousness (adherence to rules), sportsmanship (tolerance toward less-than-ideal working conditions), courtesy (respect and maintaining good interpersonal relationships), and civic virtue (active participation in organizational life) (Organ, 2018). In the context of higher education, such as among lecturers, OCB is a crucial factor in supporting institutional enhancement and advancement of educational quality through collaboration, innovation, and long-term commitment (Hamid et al., 2023; Novitasari et al., 2021).

Work Environment

The work environment includes all aspects of the physical, social, and psychological surroundings aspects that shape the atmosphere in the workplace and influence employees' performance and comfort in performing their responsibilities. In accordance to Sedarmayanti (2017), a good work environment is one that offers a feeling of safety, comfort, and supports productivity, enabling staff to perform at their best. The work environment is categorized into two primary aspects: the tangible and intangible work environment. The tangible aspect encompasses elements for instance facilities, lighting, and room temperature, cleanliness, and workplace layout, whereas the non-physical work environment involves interpersonal relationships among

employees, communication, support from superiors, and organizational culture. A conducive work environment serves an essential function in enhancing job satisfaction, motivation, and employee engagement, ultimately having a beneficial influence on individual achievement and the achievement of organizational goals Sedarmayanti (2017). In the context of education, a supportive work environment enables lecturers to innovate, collaborate, and actively contribute to the development of academic institutions (Akhmad et al., 2025; Handayani & Hidayat, 2024).

Job Satisfaction

Job satisfaction represents an enjoyable emotion that emerges originating from a person's assessment of their job, indicating the degree to which their expectations and needs are fulfilled in the workplace. As Locke (1976) stated, job satisfaction is a positive or pleasant affective condition that emerges arising from an individual's evaluation of their job experiences or specific aspects of their job. Various factors influence job satisfaction, including working conditions, relationships with colleagues and superiors, received compensation, career development opportunities, and recognition for achievements. (Robbins & Judge, 2021) further emphasize that job satisfaction is closely related to employee motivation, loyalty, and performance in supporting organizational goals. In the academic world, job satisfaction for lecturers, it is a vital element that drives them to contribute optimally through teaching, research, and community service (Rustandi et al., 2023). When lecturers feel satisfied with their work environment, available facilities, and the appreciation they receive, they tend to exhibit strong commitment and positive behaviors that support the development of educational institutions (Setiawan & Supriadi, 2024).

The Influence of Work Environment on Organizational Citizenship Behavior

A conducive and supportive work environment creates a positive atmosphere that encourages employees to demonstrate organizational citizenship behavior (OCB) through self-initiated behaviors that support the organization's efficiency and effectiveness. A study carried out by Bakhtiar et al. (2022) shows that the work environment exerts a meaningful and favorable influence on the organizational citizenship behavior of employees at Hotel Alibaba Pangkalan Bun. These findings indicate that the higher quality and more supportive the work environment, the higher the tendency of Hotel Alibaba Pangkalan Bun employees to exhibit Organizational Citizenship Behavior (OCB). On the other hand, research carried out by Saputra et al. (2021) demonstrates the work environment negatively and substantially affects the organizational citizenship behavior of employees at PT. BPR Bank Bantul (Perseroda). These results suggest that an unfavorable work environment contributes to the decline of employees' Organizational Citizenship Behavior (OCB) at PT. BPR Bank Bantul (Perseroda), indicating a negative and significant relationship between the two variables. Drawing from numerous prior studies mentioned, the first hypothesis in this research is defined as follows:

H₁ : Work environment has a positive and significant influence on organizational citizenship behavior

The Influence of Work Environment on Job Satisfaction

A supportive, comfortable work environment equipped with adequate facilities plays a crucial role in enhancing employee job satisfaction, as it fosters a sense of appreciation and support in carrying out their responsibilities. This is reinforced by findings from research conducted by Andika & Abidin (2024), which demonstrates that the work environment has a positive and significant effect on the job satisfaction of employees at the MDS Tofu Factory, Serpong Branch. These findings indicate that a conducive and well-supported work environment contributes positively and significantly to increasing employee satisfaction at the MDS Tofu Factory, Serpong Branch. In contrast, a study conducted by Andinni & Harun (2024) shows that the work environment has a positive but not significant effect on the job satisfaction of employees at PT. X working in the Customer Product Division. These results suggest that although the work environment positively influences employee job satisfaction at PT. X's Customer Product Division, the effect is not strong enough to establish a substantial association between the two variables. Building on prior research presented, the second hypothesis in this research may be expressed as follows:
H₂ : Work environment has a positive and significant influence on job satisfaction

The Influence of Job Satisfaction on Organizational Citizenship Behavior

High job satisfaction encourages employees to demonstrate organizational citizenship behavior (OCB) through voluntary actions such as assisting colleagues, maintaining commitment, and supporting the smooth operation of the organization. Research conducted by Wiranawata & Afriyanti (2024) shows a positive and significant relationship between job satisfaction and the OCB of employees at Hotel Bukit Indah Lestari Baturaja. These findings indicate that the higher the level of employee job satisfaction at Hotel Bukit Indah Lestari Baturaja, the greater the tendency of employees to exhibit extra-role behavior. In contrast, a study by Stephanie et al. (2024) reveals a significant and adverse impact of job satisfaction on the organizational citizenship behavior (OCB) of employees at the Regional Airport Authority Office VIII Manado. This study suggests the greater the degree of job satisfaction among employees at the Regional Airport Authority Office VIII Manado, the lower their tendency to engage in extra-role behavior. Based on the studies previously discussed, the third hypothesis of this research can be formulated as follows:
H₃ : Job satisfaction has a positive and significant influence that concerning organizational citizenship behavior

The Impact of Workplace Environment on Organizational Citizenship Behavior, Mediated by Job Satisfaction

Job satisfaction functioning as an intermediary factor that enhances the connection between the work environment and organizational citizenship behavior (OCB), where a conducive work environment enhances job satisfaction, which in turn encourages employees to exhibit OCB. Research conducted by Ilmi & Diwanti (2024) shows that the work environment has a

positive and significant effect on OCB with job satisfaction as an intervening variable among employees of BMT Bina Ihsanul Fikri. These findings indicate that job satisfaction plays a crucial role in reinforcing the relationship between the work environment and OCB. Similarly, a study by Anzika & Marzuki (2023) demonstrates that the work environment positively and significantly influences OCB through job satisfaction among employees at the North Jakarta Administration City Office of Manpower, Transmigration, and Energy. These results emphasize the important role of job satisfaction in the relationship between the work environment and OCB. Referring to the various studies previously discussed, the fourth hypothesis in this study can be formulated as outlined below:

H₄ : Work environment has a positive and significant influence on organizational citizenship behavior, with job satisfaction serving as a mediating variable.

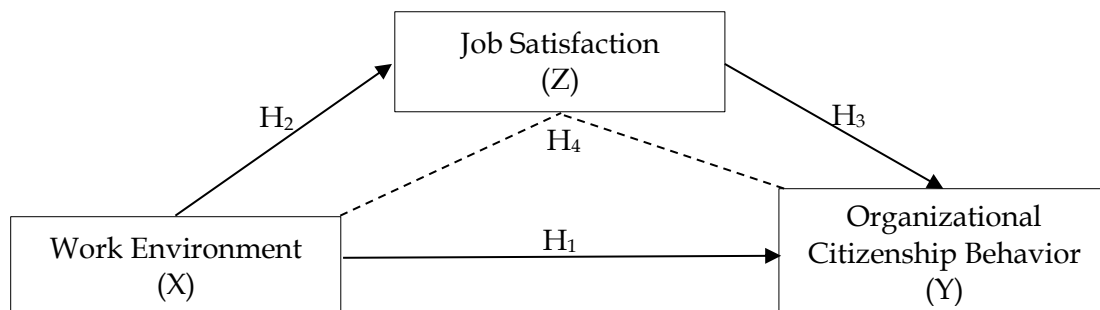


Figure 1. Conceptual Framework

Source: Research Data

METHODOLOGY

This investigation employs a quantitative approach with a descriptive and verificative approach. This approach was chosen to analyze the impact of the workplace setting on Organizational Citizenship Behavior (OCB) with job satisfaction acting as a mediating factor (Sugiyono, 2014). The population of this research consists of all lecturers of the Bachelor of Management Program, Faculty of Economics and Business, University of Mataram. The sample for this research was chosen through a census sampling technique, in which the entire population was included as the sample due to its manageable size and its fulfillment of the research criteria (Sugiyono, 2014).

The distribution of lecturers based on their latest educational attainment and gender is shown in the table below:

Table 1. Number of Lecturers Based on Educational Qualification and Gender

Educational Qualifications	Male	Female	Total
Master's Degree (S2)	16	21	37
Doctorate Degree (S3)	7	2	9
Total	23	23	46

Source: Department of Management, Faculty of Economics and Business, University of Mataram

The information interpretation method used in this study employs the Partial Least Squares (PLS) method using the SmartPLS 4 application. PLS was chosen due to its capability to process data with relatively small sample sizes and complex research models (Hair et al., 2019; Yamin, 2023). Through SmartPLS 4, both the measurement model (outer model) and the structural model (inner model) were tested to determine the relationships between the variables in this study (Hair et al., 2019; Yamin, 2023).

RESULTS

The findings of this research provide an analysis of the Loading Factor, Composite Reliability, Average Variance Extracted (AVE), and R-Square, as well as the examination of both direct and indirect hypothesis testing, conducted using the SmartPLS 4 software.

Loading Factor

The Loading Factor reflects the strength of the relationship between indicators and their latent constructs, determined in SmartPLS 4, with a value of 0.70 or higher indicating reliable measurement (Hair et al., 2019; Yamin, 2023).

Table 2. Outer Loadings Results

Item	Variable	Outer Loadings	Description
Y.02	Organizational Citizenship Behavior	0.920	Valid
Y.04		0.874	Valid
Y.06		0.916	Valid
X.04	Work Environment	0.781	Valid
X.05		0.748	Valid
X.10		0.845	Valid
X.11		0.797	Valid
X.12		0.779	Valid
X.14		0.805	Valid
Z.05		Job Satisfaction	0.766
Z.06	0.770		Valid
Z.07	0.842		Valid
Z.08	0.772		Valid
Z.09	0.768		Valid
Z.10	0.775		Valid
Z.11	0.814		Valid
Z.12	0.839		Valid
Z.13	0.807		Valid
Z.14	0.730		Valid
Z.15	0.835		Valid
Z.16	0.880	Valid	
Z.22	0.706	Valid	
Z.23	0.799	Valid	

Source: Research Data Processed Using SmartPLS 4

The findings of the Outer Loadings analysis indicate that several statement items did not meet the validity threshold, as their loading values were below 0.70. Specifically, items X.01, X.02, X.03, X.06, X.07, X.08, X.09, X.13,

X.15, Y.01, Y.03, Y.05, Y.07, Y.08, Y.09, Y.10, Y.11, Y.12, Y.13, Y.14, Y.15, Z.20, Z.19, Z.18, Z.03, Z.21, Z.01, Z.02, and Z.04 were found to be invalid and thus excluded from further data processing. Conversely, the remaining items demonstrated satisfactory validity, with Outer Loadings exceeding the 0.70 threshold. Items such as Y.02 (0.920), Y.04 (0.874), Y.06 (0.916), and others related to Work Environment and Job Satisfaction constructs were considered valid, indicating their strong contribution to measuring the respective latent variables.

Composite Reliability

Composite Reliability measures the internal consistency of indicators representing a latent construct, determined in SmartPLS 4, with a value of 0.70 or higher indicating good reliability (Hair et al., 2019; Yamin, 2023).

Table 3. Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Organizational Citizenship Behavior	0.891	0.930	Reliable
Work Environment	0.882	0.910	Reliable
Job Satisfaction	0.955	0.960	Reliable

Source: Research Data Processed Using SmartPLS 4

The results of the Composite Reliability analysis demonstrate that every variable in this study meet the standards for internal consistency reliability. Organizational Citizenship Behavior achieved the results demonstrated strong reliability, with a Composite Reliability of 0.930 and a Cronbach's Alpha of 0.891. Additionally, the Work Environment variable exhibited high reliability, achieving a Composite Reliability of 0.910 and a Cronbach's Alpha of 0.882. Similarly, Job Satisfaction showed the highest level of reliability, with a Composite Reliability of 0.960 and a Cronbach's Alpha of 0.955. These results confirm that the measurement instruments used for each variable are consistent and reliable for further analysis.

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) evaluates the degree of variation captured by an underlying construct from their signifiers, determined in SmartPLS 4, with a value of 0.50 or higher indicating adequate convergent validity (Hair et al., 2019; Yamin, 2023).

Table 4. Average Variance Extracted Results

Variable	Average Variance Extracted
Organizational Citizenship Behavior	0.817
Work Environment	0.629
Job Satisfaction	0.631

Source: Research Data Processed Using SmartPLS 4

The findings of the Average Variance Extracted (AVE) analysis show that all variables meet the criteria for convergent validity, with AVE figures surpassing the suggested benchmark of 0.50. Organizational Citizenship Behavior achieved the highest AVE value of 0.817, signifying that a considerable proportion of the variation in its indicators are clarified by the latent framework. The Work Environment variable obtained an AVE of 0.629, while Job Satisfaction recorded an AVE of 0.631, both demonstrating adequate convergent validity. These findings confirm that the indicators used for each construct sufficiently represent their respective variables.

R-Square

R-Square (R²) represents the share of variation in the dependent variable that is accounted for by the predictor variables, as measured in SmartPLS 4, where a higher value indicates a greater proportion of explained variance values reflecting stronger explanatory power.

Table 5. R-Square Results

Variable	R-Square	R-Square Adjusted
Organizational Citizenship Behavior	0.593	0.351
Job Satisfaction	0.308	0.292

Source: Research Data Processed Using SmartPLS 4

The R-Square analysis results indicate the impact of the predictor variables on the dependent variable variables in this research. Organizational Citizenship Behavior has an R-Square value of 0.593, meaning that 59.3% of its variance can be accounted for by the explanatory variables, while the adjusted R-Square is 0.351, reflecting a more precise estimate when considering the number of predictors. Job Satisfaction shows an R-Square of 0.308, indicating that 30.8% of its deviation is clarified by the independent variables, with an adjusted R-Square of 0.292. These results suggest a intermediate degree of explanatory power for the model.

Direct Effect Hypothesis Testing

Direct hypothesis testing evaluates the immediate influence of an independent variable on a dependent variable, conducted in SmartPLS 4 through path coefficient examination and significance evaluation. In this study, a hypothesis is considered to have a positive and significant effect if the T-Statistics value exceeds 1.96 and the significance value (p-value) is below 0.05. These criteria indicate that the association between the variables is statistically meaningful and unlikely to occur by chance.

Table 6. Direct Hypothesis Testing Results

Hypothesis	T Statistics	Significance	Description
Work Environment -> Organizational Citizenship Behavior	2.736	0.002	Accepted

Work Environment -> Job Satisfaction	4.903	0.000	Accepted
Job Satisfaction -> Organizational Citizenship Behavior	5.172	0.000	Accepted

Source: Research Data Processed Using SmartPLS 4

The findings from the direct hypothesis testing reveal that all proposed hypotheses are accepted, indicating strong and favorable associations between the variables. The influence of Work Environment on Organizational Citizenship Behavior has a T-Statistics value of 2.736 and a significance value of 0.002, meeting the criteria of T-Statistics > 1.96 and significance < 0.05. Similarly, the relationship between Work Environment and Job Satisfaction is also significant, with a T-Statistics value of 4.903 and a significance value of 0.000. Furthermore, the influence of Job Satisfaction on Organizational Citizenship Behavior is confirmed with a T-Statistics value of 5.172 and a significance value of 0.000. These findings demonstrate that Work Environment and Job Satisfaction both play an essential role in shaping Organizational Citizenship Behavior

Indirect Effect Hypothesis Testing

Indirect hypothesis testing examines the mediated effect of an independent variable on a dependent variable mediated by one or more intermediary variables, conducted in SmartPLS 4 using bootstrapping analysis. A hypothesis is considered to have a positive and significant indirect effect if the T-Statistics value is greater than 1.96 and the significance value (p-value) is below 0.05. These criteria confirm that the mediation effect is statistically significant and not due to random variation.

Table 7. Indirect Hypothesis Testing Results

Hypothesis	T Statistics	Significance	Description
Work Environment -> Job Satisfaction -> Organizational Citizenship Behavior	3.381	0.000	Accepted

Source: Research Data Processed Using SmartPLS 4

The results of the indirect hypothesis testing indicate that the mediation effect of job Satisfaction in the Context of the Relationship Between Work Environment and Organizational Citizenship Behavior is positive and significant. This is evidenced by a T-Statistics value of 3.381, which exceeds the threshold of 1.96, and a significance value of 0.000, which is below 0.05. These results confirm that Job Satisfaction plays a crucial role in strengthening the impact of the Work Environment on Organizational Citizenship Behavior, resulting in the acceptance of this hypothesis

DISCUSSION

The Influence of Work Environment on Organizational Citizenship Behavior

The findings of this research demonstrate that the Work Environment exerts a positive and significant influence on Organizational Citizenship Behavior (OCB) among lecturers of the Bachelor of Management Program,

Faculty of Economics and Business, University of Mataram. This is supported by the T-Statistics value of 2.736 and a significance value of 0.002, which satisfy the established criteria of T-Statistics > 1.96 and significance < 0.05 . These results indicate that a supportive, comfortable, and well-structured work environment plays a critical role in fostering lecturers' willingness to participate in voluntary actions that extend beyond their official job duties descriptions, like supporting coworkers, taking proactiveness, and demonstrating a strong institutional commitment. This result aligns with a study conducted by Bakhtiar et al. (2022) discovered that a conducive and supportive work environment holds a vital position in shaping employees' Organizational Citizenship Behavior (OCB) at Hotel Alibaba Pangkalan Bun. The research demonstrated a positive and significant relationship between work environment quality and the employees' readiness to participate in discretionary, constructive actions outside their official job responsibilities responsibilities. This indicates that as the work environment improves, employees are increasingly inclined to display actions that enhance the organization's overall performance and harmony.

The Influence of Work Environment on Job Satisfaction

The findings of this research reveal that the Work Environment has a positive and significant influence on Job Satisfaction among lecturers of the Bachelor of Management Program, Faculty of Economics and Business, University of Mataram. This is evidenced by a T-Statistics value of 4.903 and a significance value of 0.000, that fulfill the required thresholds of T-Statistics > 1.96 and significance < 0.05 . These findings suggest that a conducive and supportive work environment—characterized by effective communication, adequate facilities, and a collaborative atmosphere—plays a crucial role in enhancing lecturers' job satisfaction. When lecturers feel comfortable, supported, and valued in their work environment, their overall job satisfaction increases, leading to higher motivation and productivity. This result aligns with the study by Andika & Abidin (2024) provides evidence the standard of the work environment significantly influences employee job satisfaction at the MDS Tofu Factory, Serpong Branch. Their research emphasizes that a well-structured, supportive, and comfortable work setting plays a vital role in enhancing employees' sense of fulfillment and overall satisfaction with their jobs. This underscores the importance of creating favorable workplace conditions to encourage elevated levels of job satisfaction.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

The findings of this research indicate that Job Satisfaction has a positive and significant influence on Organizational Citizenship Behavior (OCB) among lecturers of the Bachelor of Management Program, Faculty of Economics and Business, University of Mataram. This is demonstrated by a T-Statistics value of 5.172 and a significance value of 0.000, meeting the established criteria of T-Statistics > 1.96 and significance < 0.05 . These results suggest that lecturers who experience higher job satisfaction—reflected in their sense of fulfillment, recognition, and positive work experiences—are more likely to participate in

voluntary actions that surpass their formal responsibilities. Such behaviors include supporting coworkers, demonstrating initiative, and upholding a strong commitment to institutional goals. This finding is consistent with the study by Wiranawata & Afriyanti (2024) reveals that job satisfaction is a key determinant of Organizational Citizenship Behavior (OCB) among employees at Hotel Bukit Indah Lestari Baturaja. Their findings highlight a strong and significant positive association, suggesting employees with higher job satisfaction tend to be more to participate in voluntary, discretionary actions that exceed their official job responsibilities, thereby enhancing the organization's overall performance and harmony.

The Impact of Workplace Environment on Organizational Citizenship Behavior, Mediated by Job Satisfaction

The findings of this research indicate that Job Satisfaction acts as a mediating factor in the connection between Work Environment and Organizational Citizenship Behavior (OCB) among lecturers of the Bachelor of Management Program, Faculty of Economics and Business, University of Mataram. This is supported by a T-Statistics value of 3.381 and a significance value of 0.000, fulfilling the criteria of T-Statistics > 1.96 and significance < 0.05 . These findings indicate that a supportive and well-structured work environment enhances lecturers' job satisfaction, which in turn encourages them to participate in voluntary, discretionary actions that contribute to organizational performance. This mediating role of job satisfaction suggests that lecturers who feel content and valued in their work environment are more likely to display strong commitment, cooperation, and proactive attitudes toward institutional goals. These results align with the research by Ilmi & Diwanti (2024) emphasizes the mediating role of job satisfaction in strengthening the positive and significant impact the impact of the workplace setting on Organizational Citizenship Behavior (OCB) among employees of BMT Bina Ihsanul Fikri. Their research suggests that a supportive and well-structured work environment enhances job satisfaction, which subsequently promotes employees to take part in voluntary, constructive behaviors that benefit the organization outside their official responsibilities.

CONCLUSIONS AND RECOMMENDATIONS

The results of this research highlight the substantial impact of the Work Environment and Job Satisfaction on Organizational Citizenship Behavior (OCB) among lecturers in the Bachelor of Management Program at the Faculty of Economics and Business, University of Mataram. The results confirm that a supportive and well-structured work environment directly enhances both job satisfaction and OCB, while job satisfaction itself plays a crucial role in encouraging lecturers to participate in voluntary actions beyond their official responsibilities. Moreover, the research highlights the mediating effect of job satisfaction, indicating that a positive work environment indirectly strengthens OCB through increased job satisfaction. These results emphasize the significance of establishing a supportive work environment and ensuring high job satisfaction to foster cooperative, proactive, and committed behaviors

among lecturers. Therefore, it is recommended that the university improve work environment quality by enhancing infrastructure, promoting effective communication, and fostering a supportive atmosphere. Additionally, efforts to increase job satisfaction should focus on recognizing lecturers' achievements, offering avenues for professional growth, and establishing a fair and transparent reward system. By addressing these factors, the institution can encourage greater OCB, ultimately contributing to improved organizational effectiveness and the achievement of institutional goals.

FURTHER STUDY

Future research should explore other factors influencing Organizational Citizenship Behavior (OCB), such as leadership style, organizational culture, and employee engagement. Expanding the study to different faculties or universities and using a longitudinal or mixed-method approach could provide deeper and broader insights. This would enrich existing knowledge and offer practical recommendations for enhancing organizational effectiveness in higher education

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