



Role of Organizational Culture, Job Satisfaction, and Leadership Style on Organizational Citizenship Behavior in Indonesian SMEs

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Abstract

Background: In Indonesian SMEs, Organizational Citizenship Behavior (OCB) refers to voluntary contributions that help organizations coordinate work beyond formal job boundaries. Such behavior is especially relevant in relatively lean structures that depend heavily on employee initiative and cooperation. Even so, sector-specific evidence on the organizational conditions and work attitudes associated with OCB remains limited.

Objective: This study evaluates the relationships of organizational culture, job satisfaction, and leadership style with OCB among individuals working in Indonesian small and medium-sized enterprises.

Methods: Using a non-experimental correlational design, data were obtained from 523 Indonesian SME respondents through a structured questionnaire rated on a five-point Likert scale. The measurement and structural models were examined with Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0, including tests of convergent and discriminant validity, reliability, explanatory power, predictive relevance, and structural paths.

Results: Each predictor showed a positive and statistically significant association with OCB. Job satisfaction produced the largest standardized coefficient ($\beta = 0.315$), followed by leadership style ($\beta = 0.298$) and organizational culture ($\beta = 0.272$). The predictor set accounted for 67.4% of OCB variance ($R^2 = 0.674$).

Conclusion: The results indicate that voluntary extra-role behavior in Indonesian SMEs is linked to both the organizational environment and employees' evaluations of their work. Supportive cultural norms, favorable work experiences, and effective leadership should therefore be considered complementary managerial conditions for encouraging OCB.

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INTRODUCTION

Small and medium-sized enterprises (SMEs) occupy a substantial position in Indonesia's economic structure. Ministry of Cooperatives and SMEs figures attribute more than 60% of national Gross Domestic Product (GDP) and roughly 97% of employment to this sector, making SME-related policy economically consequential across the country. In the run-up to 2025, a range of government initiatives was introduced to improve SME competitiveness amid international pressure and rapid digital change (Aldrin & Yunanto, 2019; Meliala et al., 2023). These efforts take place against a microeconomic backdrop marked by unequal development, shifts in household

purchasing power, and uneven progress in digital transformation. Even with national growth projected at around 5.1–5.3%, continuing disparities between urban and rural areas constrain more inclusive development, and SMEs remain especially exposed because of their importance at the local economic level (Bukhari et al., 2024). Digital capability is one of the most persistent constraints. Programs such as the “UKM Go Digital Movement” have expanded, but many enterprises particularly in remote locations still contend with weak digital literacy and limited access to dependable internet services. Such limitations restrict participation in domestic and international markets and can reduce the sector’s economic contribution (Naeem Mian et al., 2024). At the same time, the number of business units, broader use of digital platforms, and continued public support indicate substantial room for expansion. By May 2025, approximately 66 million SMEs are projected to be operating. Marketplaces, social-media channels, training, subsidies, and improved financing access all contribute to this trajectory. Sustaining it, however, requires stronger adaptability, innovative capacity, and readiness for global competition (Saluy et al., 2024).

Organizational objectives are more likely to be achieved when firms deploy their resources effectively, and employees are central to that process because they participate in nearly every aspect of daily operations. Human resource management therefore includes the policies, strategic choices, and routine practices used to sustain performance over time (Raziq et al., 2025). Within this setting, organizational culture matters because it shapes how employees interpret priorities, expectations, and acceptable workplace conduct. Shared values can offer direction, strengthen continuity, and foster identification with the organization. For Indonesian firms, building such a common frame of reference can also support competitiveness by encouraging employees to contribute not only through assigned responsibilities but through broader participation in organizational outcomes.

Organizational Citizenship Behavior (OCB) captures employee contributions that are undertaken voluntarily rather than required by formal job descriptions, yet still help the organization function effectively. Examples include assisting coworkers, taking part in activities outside one’s assigned role, reducing avoidable conflict, safeguarding organizational resources, and respecting collectively accepted norms (Sharma & Kaur, 2024). Whether employees engage in these behaviors can be shaped by organizational culture because culture influences the expectations and attitudes through which workplace situations are interpreted. Job satisfaction provides another relevant explanation: it reflects employees’ cognitive and emotional appraisal of their work experience, which can subsequently appear in workplace attitudes and conduct (Naeem Mian et al., 2024). This construct is often represented by five domains the work itself, compensation, advancement opportunities, supervision, and coworkers covering intrinsic task value, financial return, career progress, managerial support, and social or technical assistance from colleagues (Bacha & Kosa, 2024). OCB is particularly consequential in SMEs because small staffing structures and informal coordination frequently increase reliance on initiative, flexibility, and voluntary helping. The empirical issue addressed here is therefore not a presumed nationwide shortage of OCB, for which the data provide no benchmark, but the limited SME-specific evidence concerning why extra-role behavior differs across organizational settings.

Existing studies generally point to a positive link between job satisfaction and OCB: employees who view their work more favorably tend to show greater willingness to contribute beyond their formal obligations. This pattern has been reported in several occupational settings, including education and healthcare (Tran, 2024). Much of that evidence, however, comes from service-based occupations such as teachers and nurses, where outputs are largely intangible (Hermanto et al., 2024). The present research instead considers production-oriented employees whose work yields tangible outputs, providing a different organizational setting in which to evaluate the same relationship. Across the literature, three mechanisms recur. Culture establishes common behavioral expectations, satisfaction can encourage reciprocal extra-role effort, and leadership provides social guidance and support. Because these mechanisms have usually been studied separately or in large organizations, their relative importance within Indonesian SMEs is still not well established.

Leadership style provides a third potential explanation for OCB in addition to organizational culture and job satisfaction. Leaders influence workplace behavior through the

manner in which they direct, encourage, support, and respond to employees. Their approach is itself shaped by personal characteristics, follower reactions, and situational demands. When leadership is constructive, communication and trust can improve and employees may perceive greater alignment between individual performance and organizational objectives (Tran, 2025a). No single style is appropriate in every setting, but leadership practices can nevertheless affect motivation, engagement, and willingness to perform beyond prescribed duties. Suitable approaches may facilitate OCB, whereas ineffective leadership can be accompanied by dissatisfaction, poorer performance, and unfavorable work attitudes. Examining leadership style is therefore important for understanding the conditions that make a supportive workplace possible. This study advances that discussion by estimating culture, job satisfaction, and leadership style in the same SME structural model so that their relative associations with OCB can be compared under one measurement framework.

On this basis, the study evaluates the relationships of organizational culture, job satisfaction, and leadership style with organizational citizenship behavior among Indonesian SMEs. The analysis contributes sector-specific evidence from a developing-economy setting in which the combined role of these three factors has received comparatively limited attention. Its theoretical value lies in clarifying how organizational context and employees' evaluations of their work are jointly related to discretionary behavior. From a managerial standpoint, the findings identify conditions that may support cooperation and extra-role contribution while recognizing that OCB should supplement, not substitute for, appropriate job design and adequate working conditions.

METHOD

The proposed relationships were examined using a non-experimental correlational design. The analytical sample comprised 523 people affiliated with Indonesian SMEs, including owner-managers who were directly involved in routine operations and thus able to evaluate the organizational and behavioral constructs addressed by the instrument. Snowball sampling was used for recruitment. A structured questionnaire was circulated through email, WhatsApp, Line, and Instagram direct messages, and responses were recorded on a five-point Likert scale. PLS-SEM analysis in SmartPLS 4.0 was then used to evaluate the measurement and structural models, including convergent validity, discriminant validity, reliability, explanatory power, and the significance of the specified structural paths.

The following hypotheses were specified for the structural model:

H1: Organizational culture is positively and significantly associated with organizational citizenship behavior.

H2: Job satisfaction is positively and significantly associated with organizational citizenship behavior.

H3: Leadership style is positively and significantly associated with organizational citizenship behavior.

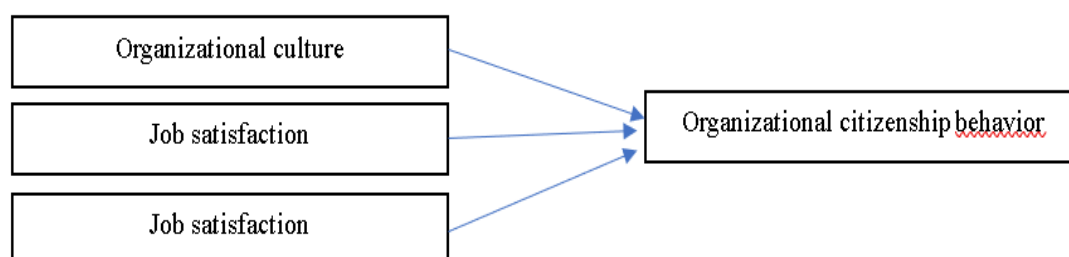


Figure 1. Research Model

RESULTS AND DISCUSSION

Results

Before testing the structural hypotheses, the model-level properties of the dataset were summarized. The final sample contained 523 respondents. The reported reliability and convergent-validity statistics show high internal consistency, with Cronbach's alpha values above 0.90 and AVE values above 0.70 for the measured constructs. For the endogenous OCB construct, R^2 was 0.674, adjusted R^2 was 0.673, and Q^2 was 0.315. Within the reported analysis, these values indicate substantial explained variance together with positive predictive relevance.

Assessment of Convergent Validity

Convergent validity was evaluated first to determine whether indicators intended to measure the same construct shared sufficient variance. The assessment relied on outer loadings and Average Variance Extracted (AVE). Using the thresholds adopted in this study, acceptable indicators require loadings above 0.70 and constructs require AVE values above 0.50. The reported output meets those criteria: each indicator loading exceeds 0.70 and every construct has an AVE greater than 0.50. On that basis, the measurement model is interpreted as demonstrating adequate convergent validity.

Table 1

Composite reliability

Variable	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted (AVE)
Organization culture	0,923	0,954	0,913	0,821
Job satisfaction	0,916	0,954	0,958	0,719
Leadership style	0,923	0,916	0,918	0,815
Organization citizenship behaviour	0,933	0,936	0,945	0,683

Discriminant validity was then evaluated with the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT), both of which are used to assess whether theoretically distinct constructs remain empirically separable. Under the decision rules applied in the study, the square root of a construct's AVE should be greater than its correlations with other constructs, and HTMT values should remain below 0.90. The reported output is interpreted in the manuscript as meeting these criteria and therefore as supporting discriminant validity.

Table 2

Discriminant validity Fornell Larcker criterion results

Variable	Organization culture	Job satisfaction	Leadership style	Organizational citizenship behaviour
Organization culture	0,906			
Job satisfaction	0,985	0,913		
Leadership style	0,728	0,790	0,910	
Organization citizenship behaviour	0,626	0,721	0,515	0,919

Table 3

Discriminant validity HTMT

Variable	Organization culture	Job satisfaction	Leadership style	Organizational citizenship behaviour
Organization culture				
Job satisfaction	0,781			
Leadership style	0,743	0,712		
Organization citizenship behaviour	0,474	0,638	0,712	

Assessment of Measurement Reliability

Measurement consistency was examined using Cronbach's alpha and composite reliability. The threshold applied in this study is 0.70 for both statistics. All constructs are reported above that cut-off. When considered together with the validity results, these reliability estimates are taken to indicate that the construct measures are sufficiently consistent for evaluation of the structural model.

Structural Model Explanatory Power (R^2)

R^2 summarizes the proportion of variance in the endogenous construct that is represented by the predictors included in the structural model. For Organizational Citizenship Behavior, the analysis reports $R^2 = 0.674$ and adjusted $R^2 = 0.673$. Accordingly, approximately 67.3% of the observed variation in OCB is represented by the current predictor set, while about 32.7% is associated with influences outside the specified model.

Table 4. R Square

Variable	R-square	R-square adjusted	Q-square
Organizational citizenship behavior	0.674	0.673	0.315

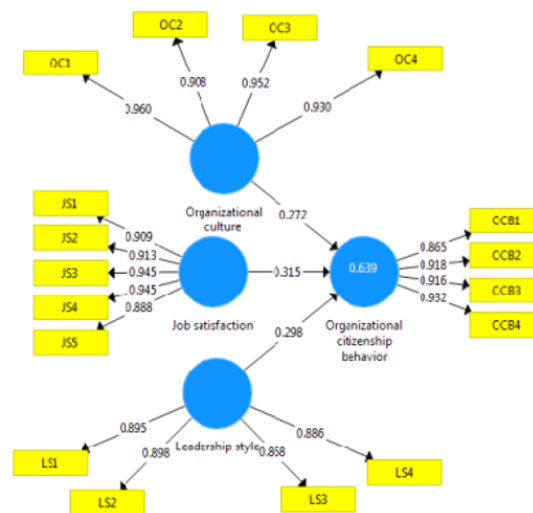


Figure 2. Validity testing

Structural Path Hypothesis Tests

Table 5

Hypothesis test results

Variable	Original sample	T statistics	P values	Hypothesis Results
Direct Effect				
Organization culture - Organizational citizenship behavior	0,272	3,395	0,000	Accepted
Job satisfaction - Organizational citizenship behavior	0,315	3,961	0,000	Accepted
Leadership style- Organizational citizenship behavior	0,298	3,845	0,000	Accepted

Predictive Relevance (Q^2)

The model's predictive relevance was examined with Q^2 , a statistic that indicates whether the estimated model can reproduce observed values for the endogenous construct. Under the criterion used here, a Q^2 greater than zero is taken as evidence of predictive relevance. The reported Q^2 for Organizational Citizenship Behavior is 0.317; because it is positive, the structural

model is interpreted as demonstrating predictive relevance.

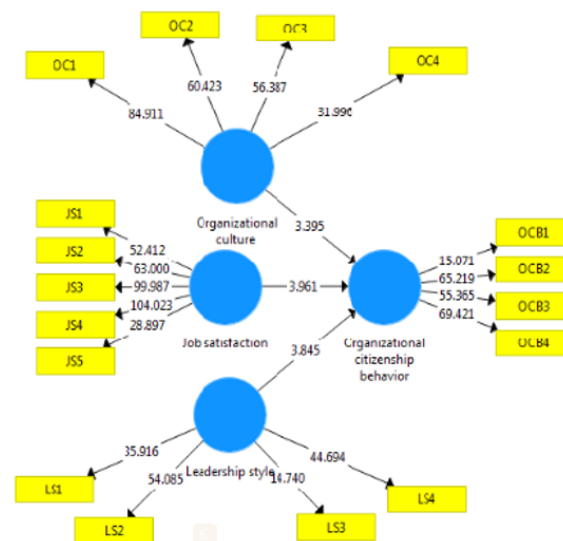


Figure 3. Hypothesis testing

Discussion

Organizational Culture in Relation to Organizational Citizenship Behavior (OCB)

The structural path linking organizational culture with OCB produced a coefficient of 0.272, a t-statistic of 3.395, and a p-value of 0.000. With the t-statistic above 1.96 and the p-value below 0.05, H1 is supported. The estimate therefore indicates a positive and statistically significant association between organizational culture and OCB. Shared expectations concerning cooperation, mutual support, responsibility, and commitment may create a workplace climate in which employees are more inclined to contribute beyond their formal duties. Organizational culture comprises the values, beliefs, norms, and assumptions that members use to interpret appropriate organizational conduct (Purwanto et al., 2021; Türe et al., 2026). When those meanings consistently favor supportive and collaborative behavior, discretionary citizenship activity may become more likely.

Citizenship behavior includes self-initiated actions that are absent from formal job requirements but still facilitate organizational functioning. Examples include helping colleagues, circulating useful information, safeguarding shared resources, and proposing constructive improvements. Such conduct can support productivity and foster a more cooperative workplace climate. Prior work has likewise reported an association between stronger organizational culture and higher OCB (Türe et al., 2026; Zabihi & Hashemzahi, 2012). The present SME results follow that general pattern. One interpretation is that culture establishes social expectations that make cooperative and prosocial extra-role behavior more acceptable, while repeated OCB may in turn reinforce the practices and norms through which that culture is maintained (Park & Kim, 2024).

Perceptions of organizational support may provide an additional mechanism within this relationship. Employees continuously assess whether their organization appreciates their contribution and attends to their well-being (Udin, 2024). If support is perceived as limited, commitment and readiness to undertake discretionary effort may weaken. Conversely, organizational norms that consistently convey recognition, cooperation, and support may increase employees' willingness to contribute through OCB.

The reverse pattern may emerge when culture is fragmented or unsupportive, because employees may see little reason to exceed minimum role expectations. Team-oriented workplaces can normalize mutual assistance, whereas cultures that value experimentation may encourage employees to exchange ideas and suggest improvements. Norms emphasizing stewardship of shared resources may similarly encourage care for facilities and adherence to collective standards. These examples illustrate the route through which broad cultural values can be expressed as observable forms of citizenship behavior (Raziq et al., 2025).

Job Satisfaction in Relation to Organizational Citizenship Behavior (OCB)

The path estimate from job satisfaction to OCB is 0.315, accompanied by a t-statistic of 3.961 and a p-value of 0.000. Because the t-statistic is above 1.96 and the p-value is below 0.05, H2 is supported. This result means that employees who appraise their jobs more favorably also tend to report more discretionary behavior that benefits the organization. Positive evaluations of working conditions, interpersonal relationships, supervision, and rewards may encourage reciprocity through helping, initiative, and other extra-role actions (Paais & Pattiruhu, 2020; Shrestha, 2026). A satisfied employee, for example, may assist a coworker, recommend a process improvement, or take care of shared resources without being formally instructed to do so (Zhao et al., 2025). The significant path is therefore consistent with job satisfaction functioning as an important correlate of OCB. It also extends evidence largely derived from teachers and nurses to production-oriented work, where outputs are tangible rather than service based (Hermawan et al., 2024; Tran, 2025b).

Although job satisfaction is often positioned as an antecedent of citizenship behavior, the strength of that relationship can vary by organizational setting and therefore remains worth examining (Islam et al., 2024). Conceptually, satisfaction is a favorable emotional appraisal that occurs when employees judge their work experience to be consistent with important expectations and values. It is an overall evaluation of the job, incorporating both positive and negative assessments of multiple work characteristics rather than a reaction to one isolated feature (Jun et al., 2025). Employees with more favorable work evaluations may be more inclined to speak positively about the organization, help coworkers, and contribute beyond prescribed duties as a reciprocal response to positive experiences. Less favorable evaluations, by contrast, may coincide with withdrawal, complaints, or stress, whereas greater satisfaction is commonly associated with more constructive conduct (Shaya et al., 2024).

When work is experienced as rewarding, employees may be more prepared to invest effort outside their stated responsibilities, which is a defining element of OCB (Zhao et al., 2025). This can involve accepting additional tasks or assisting others when doing so benefits the work group or the wider organization. A reciprocity-based interpretation is that favorable organizational experiences encourage employees to return value through effort that is not contractually required (Hermawan et al., 2024). This logic helps explain why job satisfaction is repeatedly studied in connection with citizenship behavior. In the present SMEs, the significant coefficient indicates that more favorable job evaluations coincide with a greater reported willingness to engage in OCB (Ansong, Addison, et al., 2024; Ansong, Owusu, et al., 2024).

Leadership Style in Relation to Organizational Citizenship Behavior (OCB)

Leadership style also shows a positive association with OCB. The estimated coefficient is 0.298, with a t-statistic of 3.845 and a p-value of 0.000. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, H3 is supported. The result suggests that stronger leadership practices coincide with higher levels of reported citizenship behavior. Leadership that provides direction, encouragement, and individualized support may create conditions in which employees are more willing to undertake activities outside their assigned role. Relationship-oriented approaches can further facilitate OCB by strengthening trust and constructive interaction between leaders and subordinates (Islam et al., 2024).

Leaders who communicate support and take an interest in employees' professional and personal development may encourage helping behavior, responsible use of organizational resources, and the generation of ideas beyond minimum job expectations. Such actions can improve coordination and resource efficiency and may coexist with stronger satisfaction and commitment among employees (Camacho et al., 2024). For organizations seeking to strengthen citizenship behavior, understanding how leadership practices shape voluntary conduct is therefore practically relevant. A leadership approach that fits the organizational context may foster OCB and thereby contribute to broader organizational effectiveness (Goel & Singh, 2024).

The observed positive leadership-OCB path is in line with earlier findings (Hermawan et al., 2024). Leadership style is therefore relevant not only to direct performance outcomes but also to employees' willingness to undertake discretionary action; other research has likewise associated leadership with employee performance (Bacha & Kosa, 2024). The leadership construct used in this context includes behavioral dimensions such as telling, selling, participating,

and delegating. Among these, “selling” was reported as the most strongly implemented dimension. The other dimensions were also assessed positively but at lower levels, indicating that leadership behaviors were present across the sample without being perceived as equally strong in every form.

Repeated leadership behavior can gradually become part of the normative context through which employees interpret how the organization expects them to act. When leaders consistently endorse contribution beyond formal requirements, those messages may become embedded in broader workplace practices (Sharma & Kaur, 2024). Leadership style therefore extends beyond issuing instructions; it also encompasses the ability to motivate, inspire, and respond to employees’ developmental needs. These behaviors may increase employees’ readiness to take on extra-role activities when workplace demands arise (Adeel et al., 2025). In this way, stronger leadership can coincide with higher OCB by creating conditions favorable to initiative, creativity, and constructive participation.

Taken together, the structural results support the proposed association between leadership style and Organizational Citizenship Behavior. Employees exposed to stronger leadership practices reported higher OCB in the analyzed sample (Udin, 2024). This pattern is compatible with the broader argument that leadership contributes to organizational effectiveness by shaping how employees interpret and respond to organizational expectations. Managing a diverse workforce remains complex, but leadership that is responsive and constructive can still be important for strengthening positive work attitudes, supporting innovation, and facilitating effective task performance.

Managerial Implications

Several practical implications follow from these findings. Organizations with lean staffing structures should consider leadership quality, employee satisfaction, and shared cultural expectations together when seeking to encourage Organizational Citizenship Behavior. Leaders can create more favorable conditions for OCB by communicating direction clearly, maintaining open interaction, and providing sustained professional and interpersonal support. Organizations can simultaneously improve job satisfaction by attending to compensation fairness, working conditions, and the overall quality of employees’ work experience. Constructive feedback and recognition of discretionary contributions may further signal that extra-role effort is valued, particularly when accompanied by an inclusive climate in which employees feel safe to participate beyond minimum requirements. Employees can support the same objective through voluntary cooperation, assistance to coworkers, and proactive responses to workplace problems. When supportive leadership, favorable work evaluations, and organizational commitment reinforce one another, the environment may become more conducive to citizenship behavior, with possible benefits for coordination, performance, and organizational effectiveness over time.

CONCLUSION

The analysis shows positive and statistically significant associations between each of the three predictors (organizational culture, job satisfaction, and leadership style) and Organizational Citizenship Behavior in the Indonesian SMEs studied. Among the standardized paths, job satisfaction is the largest ($\beta = 0.315$), followed by leadership style ($\beta = 0.298$) and organizational culture ($\beta = 0.272$). Collectively, the predictors account for 67.4% of the observed variance in OCB. These results directly address the study objective by indicating that employees’ discretionary contribution is related both to features of the organizational environment and to how employees evaluate their work experience.

By focusing on SMEs, this study extends the empirical evidence on OCB and suggests that a supportive culture, favorable employee work evaluations, and effective leadership are best considered complementary conditions rather than stand-alone managerial interventions. The correlational design and snowball sampling procedure, however, limit causal interpretation and broader generalization beyond the observed respondents. Future research could improve inferential strength through probability-based sampling, longitudinal or multilevel designs, and clearer analytical separation between owner-managers and employees when assessing employee-centered OCB constructs.

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AUTHOR CONTRIBUTION STATEMENT

Irawan contributed to the conceptualization, research design, methodology, data collection, formal analysis, and preparation of the original manuscript. Andiko Nugraha Kusuma and Mukhlisin contributed to literature review, data interpretation, and manuscript development. Djaka Adiwinata and Suhroji Adha contributed to validation, critical review, revision of the manuscript, and final approval of the published version. All authors have read and approved the final manuscript.

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