



E-ISSN:
2721-13988

PROCEEDINGS OF THE INTERNATIONAL CONFERENCE OF GRADUATE
SCHOOL ON SUSTAINABILITY (ICGSS)

10th International Conference on Sustainability (ICoS10)
University of Merdeka Malang, November 15, 2025
<https://jurnal.unmer.ac.id/index.php/icgss>

Organizational Culture and Citizenship Behavior in Community-Based Ecotourism: The Case of CMC Tiga Warna Malang

Krisna Veda Aryaputra¹, Andini Risfandini^{1*}, Tanto Gatot Sumarsono¹, Donato Z. Estocada²

¹Master of management, Universitas Merdeka Malang, Indonesia

²Business Administration Faculty, Financial Management Departments Rizal Technological University,
Philippine

*Corresponding author: andini.risfandini@unmer.ac.id

Abstract.

This study examines the influence of organizational culture on Organizational Citizenship Behavior (OCB) among employees of Clungup Mangrove Conservation (CMC) Tiga Warna Ecotourism in Malang, Indonesia. As a community-based ecotourism initiative, CMC Tiga Warna integrates environmental conservation with sustainable tourism practices, making employee behavior a key factor in maintaining its success. Using a saturated sampling method, all 45 employees—including tour guides, field technicians, and management staff—were surveyed through questionnaires and supported by direct observation. The findings reveal that organizational culture has a significant positive effect on OCB ($\beta = 0.342$, $p < 0.05$). A strong organizational culture emphasizing teamwork, shared responsibility, and commitment to environmental values encourages employees to voluntarily engage in behaviors that go beyond their formal job roles. These results highlight the importance of fostering a cohesive and value-driven organizational environment to strengthen proactive and cooperative behaviors among employees. Strengthening internal communication, leadership example, and recognition of positive contributions are recommended to sustain and enhance OCB within the organization.

Keywords: CMC Tiga Warna, Community-based tourism, Employee behavior, Organizational culture, Organizational citizenship behavior, Sustainable ecotourism.

1. Introduction

Organizational culture plays a pivotal role in shaping the dynamics within an organization, influencing decision-making, employee interaction, and overall performance. It encompasses the shared values, beliefs, and behavioral norms that guide how members of an organization interact and fulfill their responsibilities (Urbancová & Vnoučková, 2021). A strong organizational culture enhances efficiency in human resource processes and significantly contributes to an organization's success by facilitating effective change management and strengthening employer branding (Urbancová & Vnoučková, 2021). Furthermore, organizational culture serves as the foundation for defining an organization's identity and aligning employee commitment with its mission and objectives (Tyagi, 2021).

The relationship between organizational culture and employee performance is particularly noteworthy. Studies indicate that when organizational culture aligns with employee values, it fosters stronger commitment and improved performance (Rahmayani et al., 2023; Saebah & Merthayasa, 2024). A positive culture promotes an environment where employees' beliefs and behaviors are consistent with organizational values, thus enhancing engagement and job satisfaction (Tyagi, 2021).



E-ISSN:
2721-13988

PROCEEDINGS OF THE INTERNATIONAL CONFERENCE OF GRADUATE SCHOOL ON SUSTAINABILITY (ICGSS)

10th International Conference on Sustainability (ICoS10)
University of Merdeka Malang, November 15, 2025
<https://jurnal.unmer.ac.id/index.php/icgss>

The interaction between organizational culture and employee behavior—particularly in relation to Organizational Citizenship Behavior (OCB)—has been widely documented. A positive culture characterized by trust, shared values, and a sense of belonging encourages employees to perform beyond their formal job requirements. Podsakoff et al. emphasize that cultural values such as teamwork, respect, and collective goals foster OCB by strengthening employees' identification with their organization and increasing their job satisfaction (Senen & Az-Zahra, 2021; Alpianoor et al., 2022). Senen and Az-Zahra (2021) further assert that a healthy organizational culture directly influences work motivation and satisfaction, both of which are essential to the development of OCB. Similarly, Yuliana (2022) highlights the role of consistent cultural norms and values in shaping employee attitudes and behaviors, suggesting that strong cultural foundations create conditions where OCB can thrive.

In the ecotourism sector—where conservation values and community engagement are central—a supportive organizational culture is particularly crucial. Understanding how shared conservation values promote OCB among employees remains an underexplored yet significant topic. Research in this area can reveal how cultural attributes in ecotourism organizations encourage employees to engage in extra-role behaviors aligned with environmental and organizational goals (Harahap et al., 2024). As Harahap et al. (2024) note, the tourism industry underscores the connection between employee competencies and organizational culture, which may offer insights into their combined influence on OCB within ecotourism contexts.

Moreover, literature suggests that OCB is not solely an individual phenomenon but is supported by systemic organizational factors. Effective leadership, particularly transformational leadership, plays a mediating role by fostering trust and reinforcing cultural values that encourage OCB (Yunita & Anita, 2022). Kalan and Pogo (2022) further support this view, finding that transformational leadership and strong organizational commitment significantly enhance OCB, bridging the relationship between organizational culture and employee behavior.

In summary, the existing literature presents a compelling rationale for examining how organizational culture influences OCB, especially within ecotourism organizations. Given the sector's dual emphasis on conservation and community development, cultivating a culture that motivates employees to go beyond their formal duties can substantially contribute to organizational sustainability and success. While prior studies have extensively explored this relationship in various contexts, research within the ecotourism sector offers a valuable opportunity to deepen understanding of how culture-driven behaviors support environmental and social goals.

Clungup Mangrove Conservation (CMC) Tiga Warna, located in Malang Regency, East Java, exemplifies how organizational culture can be grounded in environmental values. A recent internal study revealed that although CMC has developed a strong culture and employees show high motivation, overall performance outcomes have not fully met expectations. This issue is crucial because the success of its conservation efforts—such as mangrove restoration and wildlife habitat recovery—depends heavily on teamwork and employee engagement. To sustain environmental balance, CMC enforces strict management policies, including limited visiting hours, inspection of visitors' belongings, and social sanctions for violations, reflecting its commitment to discipline and ecological responsibility.



E-ISSN:
2721-13988

Operating under Yayasan Bhakti Alam Sendangbiru, a non-profit organization promoting community-based natural resource management in Tambakrejo Village, CMC embodies the foundation's vision of "*Living prosperously in a sustainable environment.*" Since its establishment in 2011, CMC has transformed a once-degraded coastal zone into a model of sustainable ecotourism encompassing 117 hectares of mangrove forest, coral reefs, and protected coastal areas, including Clungup, Gatra, Batu Pecah, Mini, Sapana, and Tiga Warna beaches. Its organizational culture emphasizes shared responsibility, mutual care, and participatory management—values that align with the principles of Organizational Citizenship Behavior (OCB) (Senen & Az-Zahra, 2021; Alpianoor et al., 2022; Yuliana, 2022).

In ecotourism organizations such as CMC, where conservation and community empowerment are central, a positive and cohesive culture is expected to encourage employees to engage in extra-role behaviors that support organizational goals (Harahap et al., 2024). Prior studies have shown that when employees internalize organizational values and align with its mission, they tend to exhibit stronger initiative, cooperation, and commitment—manifestations of OCB (Rahmayani et al., 2023; Tyagi, 2021; Yunita & Anita, 2022; Kelana & Pogo, 2022). Guided by this theoretical foundation, this study aims to analyze the influence of organizational culture on Organizational Citizenship Behavior (OCB) among employees at CMC Tiga Warna Ecotourism in Malang, East Java.

2. Literature Review

2.1 Organizational Culture

Organizational culture is a critical determinant of employee behavior and performance, profoundly influencing Organizational Citizenship Behavior (OCB) and overall effectiveness. This study is using the indicators of organizational culture by Schein (2010) that can be used in various sector include tourism (Noermijati et al., 2023; Risfandini et al., 2022). Numerous studies demonstrate that a positive organizational culture fosters an environment where employees feel valued and engaged, thereby encouraging voluntary behaviors that contribute to organizational objectives. For instance, Hong and Zainal (2023) highlight that organizational commitment is a significant predictor of both OCB and employee performance, emphasizing that employees with strong commitment are more likely to engage positively with their organization—an outcome directly tied to a conducive organizational culture. Similarly, Kurniawan et al. (2023) argue that intrinsic motivation, alongside organizational culture, plays a vital role in enhancing OCB, which subsequently improves employee performance.

Astry et al. (2023) provide empirical evidence that organizational culture directly affects employee performance through motivational mechanisms that foster OCB. In line with this, Prianto et al. (2024) affirm that organizational culture and commitment positively influence employee performance, suggesting that a strong cultural foundation can enhance both employee engagement and productivity. The correlation between an inviting organizational climate and improved performance through OCB is further supported by Miao et al. (2022), who state that a strong sense of organizational identity—nurtured by a healthy culture—results in higher commitment and engagement among employees.

Moreover, organizational culture not only encourages OCB but also enhances job satisfaction, a key factor for improving performance outcomes. Setiani et al. (2023) demonstrate that job satisfaction mediates the relationship between organizational culture and performance,



indicating that cultures promoting satisfaction are closely associated with higher productivity. Similarly, Wahyoedi et al. (2022) reveal that OCB mediates the interaction between organizational culture and employee competencies, highlighting the intricate interplay between these elements in shaping a responsive and high-performing workforce.

In summary, a robust organizational culture exerts a significant influence on employee performance through its capacity to promote OCB. Employees who feel a sense of belonging and commitment are more likely to engage in discretionary behaviors that benefit the organization. Collectively, the evidence suggests that cultivating such a culture is essential for organizations striving to improve performance metrics and achieve strategic goals.

2.2 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary and discretionary employee actions that, while not formally rewarded, contribute significantly to the organization's overall functioning (Astry et al., 2023; Syakur et al., 2021). Such behaviors include helping coworkers, demonstrating loyalty, adhering to organizational values, and engaging in activities that enhance the work environment. Within the context of CMC Tiga Warna Ecotourism, OCB serves as a crucial intervening variable linking organizational culture to employee performance. High levels of OCB can amplify the positive effects of a supportive culture, resulting in greater work effectiveness and productivity (Astry et al., 2023; Syakur et al., 2021).

A growing body of literature underscores the pivotal role of organizational culture in fostering OCB. Studies have shown that a strong and cohesive culture nurtures employee loyalty and commitment, which in turn strengthens the emergence of OCB (Astry et al., 2023; Senen & Az-Zahra, 2021). The shared norms and values embedded in an organization shape behavioral patterns, leading to greater motivation and job satisfaction—key precursors of OCB (Setiani et al., 2023). Furthermore, fostering a positive culture that aligns with employees' intrinsic values and ethical principles creates an environment where OCB can thrive, ultimately enhancing organizational performance (Ardiyansah & Mon, 2023).

Transformational leadership further reinforces this dynamic. Research indicates that transformational leaders positively influence OCB by promoting employee engagement and satisfaction (Ningsih et al., 2023; Alhashedi et al., 2021). Leaders who demonstrate transformative qualities align individual values with organizational goals, thereby encouraging employees to exhibit citizenship behaviors (Villegas-Puyod et al., 2024). When organizational culture aligns with effective leadership, employees are more likely to display OCB, resulting in improved performance outcomes (Ningsih et al., 2023; Wisnawa & Dewi, 2020).

In summary, the interrelationship between organizational culture, OCB, and employee performance forms a dynamic structure within organizations. High levels of OCB, supported by a strong culture and transformational leadership, are essential for achieving sustained employee effectiveness and productivity. By cultivating an environment that values citizenship behaviors, organizations such as CMC Tiga Warna Ecotourism can establish a foundation for long-term performance improvement and sustainable success.



3. Method (TNR 14pt., bold)

3.1 Research Design and Sampling

This study employed a quantitative research approach to examine the relationship between organizational culture and Organizational Citizenship Behavior (OCB) among employees of Clungup Mangrove Conservation (CMC) Tiga Warna Ecotourism, Malang Regency. The total population consisted of 45 employees, including 12 tour guides, 25 field technicians, and 8 management staff. Given the small population size, a saturated sampling (census) technique was applied, meaning that all employees were included as research respondents. This approach ensured that the data collected were comprehensive and accurately represented the entire organizational population.

3.2 Data Collection Techniques

Data were collected through questionnaires and non-participatory observations. The questionnaire, designed using a five-point Likert scale (1–5) ranging from “strongly disagree” to “strongly agree,” was used to measure employees’ perceptions of organizational culture and OCB. Questionnaires were distributed offline (paper-based) to reach all respondents effectively.

To strengthen data validity, non-participatory observation was conducted to record employees’ actual behaviors in their natural work environment, particularly behaviors reflecting OCB dimensions such as altruism, conscientiousness, and civic participation. Observations provided contextual insights into employees’ daily conduct, complementing the quantitative data obtained from the questionnaires.

3.3 Research Variables and Indicators

1. Organizational Culture (X)

Based on Schein (2010), organizational culture consists of three main dimensions:

- Artifacts – observable symbols, rituals, and behaviors that represent the organization’s culture.
- Espoused Beliefs and Values – articulated values and beliefs that guide members’ behavior and decision-making.
- Basic Underlying Assumptions – unconscious, taken-for-granted beliefs that shape thought patterns and actions within the organization.

2. Organizational Citizenship Behavior (Y)

According to Podsakoff et al. (2000), OCB is measured through five dimensions:

- Altruism – willingness to help coworkers voluntarily.
- Conscientiousness – discipline, responsibility, and adherence to organizational rules.
- Sportsmanship – ability to remain positive and tolerant in unfavorable situations.
- Courtesy – maintaining respectful and cooperative relationships with colleagues.
- Civic Virtue – active participation and concern for the organization’s well-being.



3.4 Data Analysis Procedure

The collected data were analyzed using descriptive and inferential statistical methods. Validity testing was conducted using Pearson's product-moment correlation between each item and its total construct score. Reliability analysis employed Cronbach's Alpha, where coefficients above 0.70 indicate acceptable internal consistency (Tavakol & Dennick, 2011).

Descriptive statistics were applied to summarize respondent characteristics and variable distributions. To test the research hypothesis, simple linear regression analysis was performed to determine the effect of organizational culture (X) on OCB (Y). The analysis included the coefficient of determination (R^2) to measure the strength of the relationship and t-tests to assess the statistical significance of the independent variable. All analyses were conducted using SPSS to ensure reliability and precision in data interpretation.

4. Result and Discussion

4.1 Hypothesis Testing

The hypothesis proposed that organizational culture significantly influences Organizational Citizenship Behavior (OCB). The analysis results showed a beta coefficient of 0.342, a t-value of 2.819, and a p-value of 0.007 (< 0.05). Since the p-value is below the 0.05 significance level, it can be concluded that organizational culture has a significant positive effect on OCB. Thus, Hypothesis 1 is accepted.

This finding suggests that the stronger the organizational culture implemented at Clungup Mangrove Conservation (CMC) Tiga Warna Ecotourism, the greater the employees' tendency to display OCB. A culture built upon cooperation, responsibility, and loyalty encourages employees to engage voluntarily in behaviors that extend beyond their formal duties. A work environment grounded in shared values fosters proactive attitudes, mutual respect, and a collective commitment toward organizational goals. Consistency in reinforcing cultural values—through internal communication, exemplary leadership, and recognition of employee contributions—can sustain and strengthen OCB over time.

4.2 The Influence of Organizational Culture on OCB

The results of this study confirm that organizational culture plays a central role in shaping employees' voluntary, proactive, and organization-oriented behaviors—collectively known as OCB. This aligns with Hong and Zainal (2023), who found that organizational commitment and culture significantly enhance OCB and employee performance. Similarly, Kurniawan et al. (2023) and Astry et al. (2023) reported that intrinsic motivation and cultural alignment are key drivers of OCB, leading to improved performance outcomes. The present findings also support Prianto et al. (2024), who emphasized that a strong cultural foundation positively influences both commitment and employee productivity.

Descriptive analysis further revealed that the Artifacts dimension of organizational culture had the highest mean score, particularly on items reflecting the organization's environmental identity through its uniform, logo, and color scheme. The second-highest scores related to routine organizational activities—such as Monday gatherings, Thursday clean-ups, and monthly meetings—which fostered motivation and a sense of unity. These results resonate



E-ISSN:
2721-13988

with Miao et al. (2022), who observed that shared symbols and practices strengthen employees' identification with organizational values and enhance engagement.

For the OCB dimensions, Conscientiousness received the highest score, particularly on the statement *"I complete my work carefully even without direct supervision."* This demonstrates a strong sense of individual responsibility and discipline among employees, consistent with Senen and Az-Zahra (2021) and Wahyoedi et al. (2022), who found that positive cultural environments promote conscientious and cooperative behavior through strengthened social responsibility and motivation.

In line with Setiani et al. (2023), this study also supports the notion that satisfaction derived from cultural alignment mediates the relationship between culture and performance. Employees at CMC Tiga Warna who identify with organizational values—such as togetherness, discipline, and mutual cooperation—tend to exhibit higher initiative, maintain team harmony, and uphold the organization's reputation. These behaviors reflect the internalization of shared environmental and social values that align with the organization's conservation mission.

Furthermore, consistent with Ningsih et al. (2023) and Alhashedi et al. (2021), leadership also plays a reinforcing role. Transformational leadership within CMC Tiga Warna likely strengthens the relationship between culture and OCB by encouraging engagement and emotional connection to the organization's goals.

Overall, the findings reinforce prior research suggesting that a cohesive organizational culture significantly enhances OCB and, consequently, overall performance. As also highlighted by Kurniawan (2021), strong cultural values serve as a strategic foundation for fostering extra-role behaviors. For CMC Tiga Warna Ecotourism, strengthening organizational culture through shared value-building, regular training, recognition of positive behavior, and cross-departmental collaboration can further encourage employees to engage voluntarily in activities that support both organizational and environmental sustainability objectives.

5. Conclusion

The results of this study confirm that organizational culture has a significant and positive influence on Organizational Citizenship Behavior (OCB) among employees of Clungup Mangrove Conservation (CMC) Tiga Warna Ecotourism. A strong and consistent organizational culture fosters proactive, responsible, and cooperative behavior that extends beyond formal job duties. Employees who identify with the organization's shared values—such as togetherness, discipline, and mutual cooperation—tend to display higher initiative, maintain team harmony, and contribute actively to organizational goals. These findings are consistent with previous studies (e.g., Kurniawan, 2021; Wibowo, 2020; and Sari & Putra, 2019), which emphasize that a well-established organizational culture significantly enhances employees' extra-role behaviors and commitment.

Based on these findings, it is recommended that CMC Tiga Warna Ecotourism continue to strengthen its organizational culture through internal programs that reinforce shared values of togetherness, participation, and collective responsibility. The organization can further enhance OCB by involving employees in decision-making, recognizing proactive and voluntary behaviors, and promoting teamwork through regular collaborative activities. Consistent efforts in these areas are expected to increase employee motivation, strengthen organizational



E-ISSN:
2721-13988

commitment, and support the sustainable development and long-term success of CMC Tiga Warna Ecotourism.

For future research, similar studies can be conducted in other ecotourism destinations or community-based organizations to compare how different cultural contexts influence OCB and to explore additional factors that may strengthen employees' voluntary and organizationally beneficial behaviors.

References

- Alhashedi, A., Bardai, B., Al-Dubai, M., & Alaghbari, M. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Verslas Teorija Ir Praktika*, 22(1), 39-54. <https://doi.org/10.3846/btp.2021.12774>
- Alpianoor, A., Suriansyah, A., & Metroyadi, M. (2022). The effect of organizational culture, achievement motivation and organizational commitment to organizational citizenship behavior (ocb) of elementary school teachers in lampihong district. *International Journal of Social Science and Human Research*, 05(12). <https://doi.org/10.47191/ijsshr/v5-i12-05>
- Ardiyansah, I. and Mon, M. (2023). Organizational culture, organizational commitment, and job satisfaction on employee performance using ocb as an intervening state-owned enterprises insurance company in Batam City. *Business and Entrepreneurial Review (Ber)*, 23(1), 69-92. <https://doi.org/10.25105/ber.v23i1.15835>
- Astry, G., Natsir, M., & Sumarsono, T. (2023). The influence of organizational culture and work motivation on employee performance through employee organizational citizenship behavior at Hotel Sahid Montana in Malang City. *Indonesian Journal of Business Analytics*, 3(5), 1849-1862. <https://doi.org/10.55927/ijba.v3i5.5718>
- Harahap, M., Pratama, I., Diwyarthi, N., & Harsono, I. (2024). The effect of employee competence and organizational culture on competitive advantage in the tourism industry in Bali. *West Science Interdisciplinary Studies*, 2(03), 622-629. <https://doi.org/10.58812/wsis.v2i03.741>
- Hong, L. and Zainal, S. (2023). Enhancing employee performance of Malaysian manufacturing industries: organizational citizenship behaviour and innovative work behaviour as mediator. *International Journal of Academic Research in Business and Social Sciences*, 13(11). <https://doi.org/10.6007/ijarbss/v13-i11/19808>
- Kelana, R. and Pogo, T. (2022). The influence of transformational leadership, organizational commitment, and job satisfaction on organizational citizenship behavior (ocb) (study at St. Carolus Hospital Jakarta). *Dinasti International Journal of Management Science*, 3(5), 961-975. <https://doi.org/10.31933/dijms.v3i5.1231>
- Kurniawan, I., Cahyani, E., Pratama, R., Hutami, L., & Megarani, S. (2023). The influence of organizational culture, intrinsic motivation, and organizational citizenship behavior on employee performance. *Relevance Journal of Management and Business*, 6(2). <https://doi.org/10.22515/relevance.v6i2.5691>



E-ISSN:
2721-13988

PROCEEDINGS OF THE INTERNATIONAL CONFERENCE OF GRADUATE
SCHOOL ON SUSTAINABILITY (ICGSS)

10th International Conference on Sustainability (ICoS10)
University of Merdeka Malang, November 15, 2025
<https://jurnal.unmer.ac.id/index.php/icgss>

- Miao, B., Suo, Y., Liang, Y., & Li, Y. (2022). The influence of organizational identity on knowledge employees' job performance—the mediating role of work values. *Ieee Access*, 10, 90903-90914. <https://doi.org/10.1109/access.2022.3201905>
- Ningsih, T., Irawati, S., & Fuadiputra, I. (2023). The effect of transformational leadership on job satisfaction mediated by organizational citizenship behavior (ocb). *Jamanika (Jurnal Manajemen Bisnis Dan Kewirausahaan)*, 3(02), 130-137. <https://doi.org/10.22219/jamanika.v3i02.26831>
- Noermijati, Risfandini, A., Thoyib, A., & Mugiono. (2023). *Daya saing destinasi pariwisata: Perspektif strategis (Studi pada masa pandemi Covid-19)*. Malang: UB Press.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513-563. <https://doi.org/10.1177/014920630002600307> (Original work published 2000)
- Prianto, P., Susipta, I., & Imron, M. (2024). Organizational culture and organizational commitment as determinant variables of employee performance. *International Journal of Social Science and Human Research*, 07(01). <https://doi.org/10.47191/ijsshr/v7-i01-13>
- Rahmayani, F., Ramli, A., Dipotmodjo, T. S. P., Hasbiah, S., & Kurniawan, A. W. (2023). The influence of organizational culture and organizational climate on employee's organizational commitment in the regional personnel and human resources development agency (bkpsdmd) makassar city. *Journal of Humanities Social Sciences and Business (Jhssb)*, 2(3), 546-555. <https://doi.org/10.55047/jhssb.v2i3.646>
- Risfandini, A., Thoyib, A., Noermijati, N., & Mugiono, M. (2022). Construction of tourism competitiveness model based on a case study of the city of malang. *Quality - Access to Success*, 23(188). <https://doi.org/10.47750/qas/23.188.04>
- Saebah, N. and Merthayasa, A. (2024). The influence of organizational culture on employee performance with organizational commitment as an intervening variable. *International Journal of Social Service and Research*, 4(03), 744-751. <https://doi.org/10.46799/ijssr.v4i03.685>
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). San Francisco, CA: Jossey-Bass.
- Senen, S. and Az-Zahra, V. (2021). The effect of organizational culture on motivation and job satisfaction and its impact on organizational citizenship behavior (ocb) at the office of pt. permodalan nasional madani (pt.pnm) garut branch., 187. <https://doi.org/10.2991/aebmr.k.210831.045>
- Setiani, S., Siswanto, S., & Robithoh, S. (2023). Revisiting the effect of job satisfaction and organizational culture on employee performance: the mediating role of organizational citizenship behaviour. *Shirkah Journal of Economics and Business*, 8(2), 125-142. <https://doi.org/10.22515/shirkah.v8i2.532>
- Syakur, A., Utari, W., & Chamariyah, C. (2021). Correlation between organizational roles, ocb, and organizational commitment toward employees of the limited liability company of state electricity company of apj jember. *Budapest International Research and Critics*



E-ISSN:
2721-13988

PROCEEDINGS OF THE INTERNATIONAL CONFERENCE OF GRADUATE
SCHOOL ON SUSTAINABILITY (ICGSS)

10th International Conference on Sustainability (ICoS10)
University of Merdeka Malang, November 15, 2025
<https://jurnal.unmer.ac.id/index.php/icgss>

- Institute (Birci-Journal) Humanities and Social Sciences*, 4(2), 2022-2030.
<https://doi.org/10.33258/birci.v4i2.1890>
- Villegas-Puyod, J., Chaisanrit, M., & Ajah, S. (2024). The role of transformational leadership on employee job satisfaction: mediated by organizational citizenship behavior. *EATP*, 527-534. <https://doi.org/10.53555/kuey.v30i3.1307>
- Tavakol M, Dennick R. Making sense of Cronbach's alpha. *Int J Med Educ*. 2011 Jun 27;2:53-55. doi: 10.5116/ijme.4dfb.8dfd. PMID: 28029643; PMCID: PMC4205511.
- Tyagi, N. (2021). Aligning organizational culture to enhance managerial effectiveness of academic leaders: an interface for employee engagement and retention. *International Journal of Educational Management*, 35(7), 1387-1404. <https://doi.org/10.1108/ijem-10-2020-0447>
- Urbancová, H. and Vnoučková, L. (2021). Management and production engineering review.. <https://doi.org/10.24425/mper.2021.136871>
- Wahyoedi, S., Tj, H., & Novizal, G. (2022). Peran organizational citizenship behavior dalam memediasi pengaruh kompetensi dan budaya organisasi terhadap kinerja karyawan. *Journal of Management and Bussines (Jomb)*, 4(1), 672-691. <https://doi.org/10.31539/jomb.v4i1.3720>
- Wisnawa, I. and Dewi, A. (2020). Gaya kepemimpinan transformasional berpengaruh terhadap organizational citizenship behaviour dengan dimediasi variabel kepuasan kerja. *E-Jurnal Manajemen Universitas Udayana*, 9(2), 528. <https://doi.org/10.24843/ejmunud.2020.v09.i02.p07>
- Yuliana, Y. (2022). The organizational cultural role in improving employee performance. *International Journal of Economy Education and Entrepreneurship (Ije3)*, 2(2), 514-524. <https://doi.org/10.53067/ije3.v2i2.90>
- Yunita, F. and Anita, R. (2022). Leader humor and organizational citizenship behavior: mediation mechanism of leader-member exchange. *Sains Organisasi*, 1(1), 51-62. <https://doi.org/10.55356/so.v1i1.11>