
DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION MEDIATION



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Abstract

Organizational Citizenship Behavior (OCB) is voluntary behavior that supports the effectiveness of the organization. Factors that affect OCB teachers in Islamic educational institutions need to be studied to improve the quality of learning. This study aims to analyze the influence of Islamic Leadership, Work-life Balance, and Organizational Culture on Organizational Citizenship Behavior by Mediating Job Satisfaction in teachers of Islamic educational institutions. The research method uses a quantitative approach with survey design. The research population is 164 teachers with 101 teachers who are determined through purposive sampling with a minimum working period of 2 years. The analysis tool used is Partial Least Square (PLS) with a standard of alpha significance of ten percent. The results of the study show that Islamic Leadership and Organizational Culture have a significant positive effect on OCB. Organizational Culture also has a significant positive effect on Job Satisfaction, which then affects OCB. On the other hand, Islamic Leadership has no significant effect on Job Satisfaction, and Work-life Balance does not have a significant effect on Job Satisfaction or OCB. Job Satisfaction mediates the relationship between Organizational Culture and OCB. The implications of the study show that strengthening Organizational Culture is the main strategy in improving teachers' OCB, both directly and through increasing Job Satisfaction. Islamic leadership effectively encourages OCB directly.

Keywords: Islamic Leadership, Work-life Balance, Organizational Culture, Organizational Citizenship Behavior, Job Satisfaction

INTRODUCTION

Organizational citizenship behavior (OCB) plays a very important role in the success of educational institutions, reflecting the actions of teachers outside of their formal obligations. OCB has a special meaning for Islamic educational institutions, because it is closely related to the comprehensive educational mission and Islamic values. Today's increasingly complex educational challenges require teachers to not only fulfill teaching responsibilities but also demonstrate extra behaviors that support the achievement of overall organizational goals.

Data from the Ministry of Education and Culture in 2021 shows that the results of the National Teacher Competency Test (UKG) reached a score of 50.64 points, this shows that the quality of teacher performance is still low and needs to be improved (Ministry of Education and Culture, 2021). One of the contexts that reflects these conditions can be found in Islamic educational institutions, the presence of internal factors such as the non-optimal implementation of Islamic leadership, the imbalance between work and personal life, and the lack of internalizing organizational culture for teachers are suspected to have contributed to the low OCB of teachers. These three aspects are interrelated and affect motivation, job satisfaction, and teachers' contributions in supporting the achievement of educational goals more broadly.

OCB is good work behavior shown by employees when they are not only performing the formal duties of their job (Organ, 2018). Behaviour OCB consists of five main dimensions: altruism, civic virtue, awareness, friendship, and sportsmanship. OCB Prioritize employee volunteer work to help colleagues, actively participate in the organization, and comply with existing rules.

Conflicting results regarding the influence of Islamic leadership on OCB. Muharom (2023) and Djaelani et al (2021) found that Islamic leadership had a positive influence on OCB. Research Tiara (2022) stated that Islamic leadership had no positive effect on OCB. The inconsistency of these results shows the relationship between Islamic leadership and OCB still needs further research. Surya et al (2023) explain Work-life balance has an important role in shaping behavior OCB. In contrast to the research of bank employees in Nigeria, the behavior of bank employees in Nigeria indicates OCB has a negative impact. Employees who exhibit OCB experience excessive workload and stress due to the allocation of large resources for work (Ugwu et al., 2017). This inconsistency of results underscores the importance of further research.

Research shows mixed results related to the influence of organizational culture on OCB. The results of the study show that the positive influence of organizational culture is significant on OCB (Lewa et al., 2021) and (Camacho et al., 2024a). Research Kirana et al (2022) and Asrunputri et al (2020) did not find an influence between the two variables. Inconsistencies in results indicate a relationship between organizational culture and OCB more complex.

Several studies state that Islamic leadership has a significant effect on job satisfaction, including (Sodiq et al., 2024), (Amelia et al., 2022) and (Astuti et al., 2020). Different results are shown by Mirela et al., (2022) stated that Islamic leadership is insignificant to job satisfaction. These inconsistencies in results warrant further study of the influence of Islamic leadership on job satisfaction.

Research that states Work-life balance significantly affect job satisfaction, including those proposed by (Buba et al., 2024) and (Khoury, 2021). Other studies state Work-life balance does not significantly affect job satisfaction (Shyamadhanthi & Kaluarachchige, 2023). The different results show the importance of further studies of relationships Work-life balance to job satisfaction.

Research George & Kotteeswaran (2025) It found that organizational culture has a significant effect on job satisfaction, indicating that a work environment that has positive values, good communication, and a conducive organizational climate can increase employee satisfaction. Other findings stated that organizational culture had no effect on the breadth of work (Fidyah & Setiawati, 2020) and (Paais & Pattiruhu, 2020).

Previous research results show conflicting conclusions regarding the effect of job satisfaction on OCB. Rois Anwar (2023) and (Ningrum & Mayalangi (2022) finding a positive influence between job satisfaction and OCB. Meta-analysis (Pratiwi & Dewi, 2023) indicates a significant positive correlation between the two variables. In contrast to (Fabanyo et al., 2023) stating that job satisfaction has no significant effect on OCB. The inconsistencies of the findings signal the need for further research to clarify the nature of the relationship between job satisfaction and OCB.

Inconsistencies in the results of research on the influence of Islamic leadership on OCB mediated by job satisfaction were found in several studies. (Mubarokah & Nuvriasari, 2024) and (Hasibuan & Soemitra, 2022) stating that job satisfaction can mediate the relationship between Islamic leadership and OCB. Research that states that there is no effect of mediation affecting the relationship of Islamic leadership to OCB (Djaelani et al., 2021) and (Bismala et al., 2024).

Job satisfaction can mediate influence Work-life balance against OCB (Fitriani et al., 2024) and (Erdianza & Sari, 2020). Other studies have found contradictory results that job satisfaction does not mediate the influence Work-life balance against OCB (Padilah, 2022) and (Mutamadra & Claudia, 2024). This contradiction of results forms the basis of new research on the mediating role of job satisfaction.

Meliala (2023) and Zachriyansyah (2024) stating job satisfaction mediates the influence of organizational culture on OCB. Job satisfaction acts as a bridge from the influence of organizational culture on OCB, this shows that a good organizational culture will produce satisfied employees that will increase OCB. Fauzi et al., (2022) declares the opposite result. These conflicting results suggest that follow-up research on the effect of job satisfaction mediation on OCB.

The purpose of this study is to test and analyze the factors that affect the creation of OCB reviewed from Islamic leadership, worklife balance, and organizational culture with the mediation variables of job satisfaction. The novelty of this research lies in the integration of the variables of Islamic leadership, work-life balance and organizational culture in a single model that examines its influence on OCB through the mediation of job satisfaction. Previous research has examined more transformational or spiritual leadership in general. This research highlights a distinctive aspect of Islamic leadership. In addition, the incorporation of work-life balance and organizational culture of OCB determinants through job satisfaction makes a new theoretical contribution, as this association is rare in the OCB literature.

REVIEW OF LITERATURE

The basis of the theory in this study is the theory of social exchange. Social exchange is an individual's voluntary act driven by the expectation of a return they will receive from the other party (Blau, 2017). This theory explains how employees respond to organizational actions based on expectations of reward, whether in the form of emotional support, rewards, or work-life balance (Anam, 2025). Job satisfaction functions as a mediator that connects input from the organization with output in the form of OCB compliance according to the principle of reciprocity.

Islamic Leadership

Leadership in an Islamic perspective has a deep spiritual dimension. This is explained in the Qur'an Surah Al-Anbiya verse 73, "And We have made them leaders, who guide Our commands; and We inspire them to do righteous works, and to establish prayer, and to give alms. They are those who are devoted to Us (Allah)." This verse emphasizes that leadership in Islam is a trust that is rooted in belief and surrender to Allah SWT. Gazi revealed that the essence of Islamic leadership is to seek the pleasure of Allah and the success of the hereafter (Profile, 2020). Islamic leadership is a harmonious balance of worldly and ukhrowi leadership (Husna, 2017). Amin & Muttaqin (2022) expressing the characteristics of an ideal leader in accordance with the Islamic concept of prophetic intrinsic qualities, including shiddiq, amanah, tabligh, fathanah, qana'ah, and syaja'ah.

Work-life Balance

Concept Work-life balance Explain the work-life balance arrangement (Clark, 2000).
Definition Work-life balance The researchers include definitions that highlight role conflicts, inter-role enrichment, individual satisfaction, effectiveness of role execution, equality of time allocation and engagement, and the fit between work demands and personal life. A thorough understanding of this definition is essential for designing effective interventions in improving Work-life balance Individual (Wong & Chan, 2021).

Organizational culture

Organizational culture is a fundamental element that affects individual behavior in an entity (Robbins, 2002) as quoted by R. A. Putra & Prianggono (2022) Define organizational culture as a system of common meaning embraced by the members that distinguishes the organization from other organizations. Organizational culture includes the values, norms, and assumptions held by members that influence the way they interact. A positive culture forms a conducive work environment, increases job satisfaction, and strengthens organizational commitment (Coghlan, 2024). A strong organizational culture contributes to improvement OCB. Organizational culture not only plays a role in creating a pleasant work atmosphere, but it has a direct impact on employee performance and organizational effectiveness (Ningrum & Mayalangi, 2022).

Organizational Citizenship Behavior (OCB)

OCB Concept It is widely researched in organizational contexts, especially in understanding voluntary actions taken by employees outside of formal obligations. Smith, Organ, and Near (1983) in Tsushi (2023). A positive school climate contributes to the improvement of OCB teachers so that a supportive environment can encourage altruistic behavior (Dipaola & Tschannen-Moran, 2001). Organizational culture has a significant effect on work attachment, ultimately affecting OCB (Zahreni et al., 2021). The importance of the educational context of fostering OCB among teachers, exhibiting unique characteristics of a

work environment, can influence these behaviors (Ismail et al., 2021). Understanding of OCB based on the Theory of Social Exchange Blau, (2017) about the relationship between individuals and organizations based on the exchange of resources that are economic and social.

Job Satisfaction

Job satisfaction is a multidimensional concept, reflecting an individual's feelings towards the job undertaken. Job satisfaction is a positive feeling about a job, which results from an evaluation of its characteristics (Robbins & Judge (2015). Factors that affect job satisfaction include work-life balance and support provided by employers (Mohan & Vasumathi, 2024). When teachers get support in their personal life aspects, they will feel more job satisfaction.

RESEARCH METHOD

This study uses a quantitative method with an explanatory research approach to test the causal influence of Islamic leadership, Work-life balance, and organizational culture towards OCB with job satisfaction as a mediation variable. The research population is all Al Azhar teachers in Banyumas and Cilacap Regencies as many as 164 people. Sampling technique using purposive sampling Based on the criteria of a minimum working period of two years and obtained 101 respondents. The variables of Islamic leadership are measured through the indicators of shiddiq, amanah, tabligh, and fathanah (Santoso et al., 2023); Work-life balance measured through indicators: Time Balance, Engagement Balance, and Satisfaction Balance (Greenhaus et al., 2003).; Job satisfaction is measured through the enjoyment in work, interest and involvement in work, happiness in work, relative satisfaction with work (Talukder, 2019). Indicators Organizational Culture : Attention to detail, Outcome orientation, Team Orientation, Aggresivites, Stability, happiness in work, relative satisfaction with work (Sarros et al., 2005). OCB is measured by an indicator Altruism, conscientiousness, sportsmanship, Courtesy, (Civic Virtue))(Organ, 2009). Data were collected using a 5-point Likert scale questionnaire distributed online. Analysis with a significance level of 0.1, as well as ten hypotheses that included the direct influence of independent variables on OCB and job satisfaction, as well as the mediating effect of job satisfaction.

Research Hypothesis

- H1 : Islamic leadership has a positive effect on job satisfaction
- H2 : Work-life Balance has a positive effect on Job Satisfaction.
- H3 : Organizational Culture has a Positive Effect on Job Satisfaction.
- H4 : Islamic leadership has a positive effect on OCB
- H5 : Work-life balance has a positive effect on OCB.
- H6 : Organizational culture has a positive effect on OCB
- H7 : Job satisfaction has a positive effect on OCB.
- H8 : Job satisfaction positively mediates the influence of Islamic leadership on OCB.
- H9 : Job Satisfaction mediates the effect of Work-life Balance on OCB.
- H10 : Job satisfaction mediates the influence of OCB.

Research Model

This study investigates the complex relationships between organizational factors and employee outcomes by examining how Islamic Leadership (X1), Work-life Balance (X2),

and Organizational Culture (X3) influence Job Satisfaction (Z) and ultimately impact Organizational Citizenship Behavior (Y). The conceptual framework demonstrates both direct and indirect pathways, highlighting Job Satisfaction as a potential mediating variable that connects various organizational antecedents to employee behavioral outcomes.

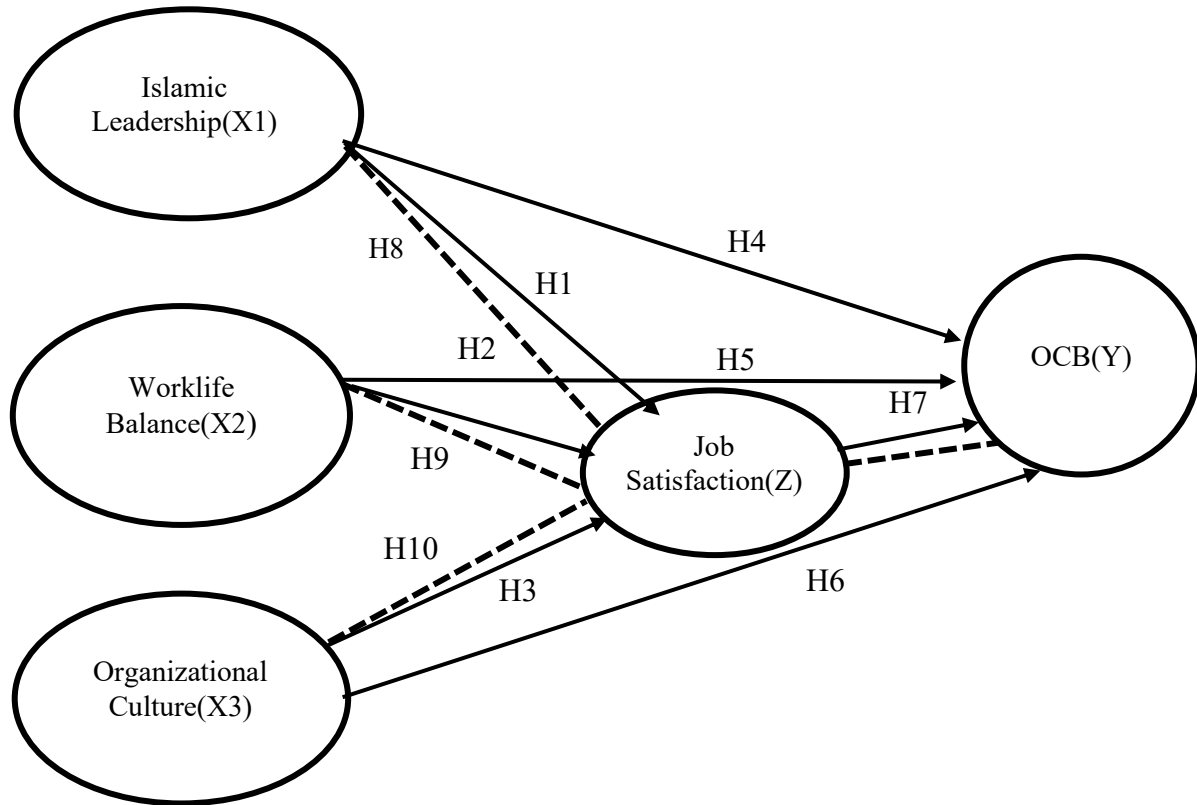


Figure 1
Research Framework

RESULTS AND DISCUSSION

The respondents of the study with the criteria have more than 2 years of teaching experience with the aim of ensuring that the respondents have understood the dynamics of the school organization. Respondents were dominated by female teachers (62.4%), and male teachers totaling 38 people (37.6%). The 31-50 age group was the most, with 61 respondents (60.4%), indicating that the majority of respondents were in the productive phase of their careers. Regarding marital status, there were 84 respondents (83.2%) who were married, while 17 respondents (16.8%) were unmarried.

The measurement model test in this study was carried out based on the value of Loading Factor. Loading factor The correlation is declared valid if it has a value of ≥ 0.5 . while the minimum value of Average Variance Extated (AVE) is 0.50 (Chin, 2009).

Table 1
Model Analysis

Variable	Items	Loading Factors Running 12	Average of Variance Extracted (AVE)^b	Composite Reliability (CR)^c	Cronbach's α^d
Islamic Leadership	IL1	0,756	0,704	0,955	0,947
	1L2	0,843			
	1L3	0,875			
	1L4	0,891			
	IL5	0,850			
	IL6	0,849			
	IL7	0,825			
	IL8	0,891			
	IL9	0,758			
Work-life Balance	WLB1	0,849	0,740	0,945	0,930
	WLB3	0,878			
	WLB4	0,891			
	WLB5	0,841			
	WLB6	0,831			
	WLB7	0,870			
	Organizational Culture	OC1			
OC2		0,823			
OC3		0,814			
OC4		0,774			
OC5		0,843			
OC6		0,829			
OC7		0,881			
OC8		0,838			
OC9		0,839			
OC10		0,770			
OC11		0,857			
OC12		0,845			
OC13		0,848			
OC14		0,789			
OC15		0,810			
Organizational Citizenship Behavior (OCB)	OCB1	0,823	0,614	0,888	0,842
	OCB2	0,782			
	OCB6	0,720			
	OCB8	0,802			

	OCB9	0,786			
	JS2	0,821			
Job Satisfaction	JS4	0,827	0,647	0,880	0,820
	JS5	0,811			
	JS8	0,745			

Source: PLS Output

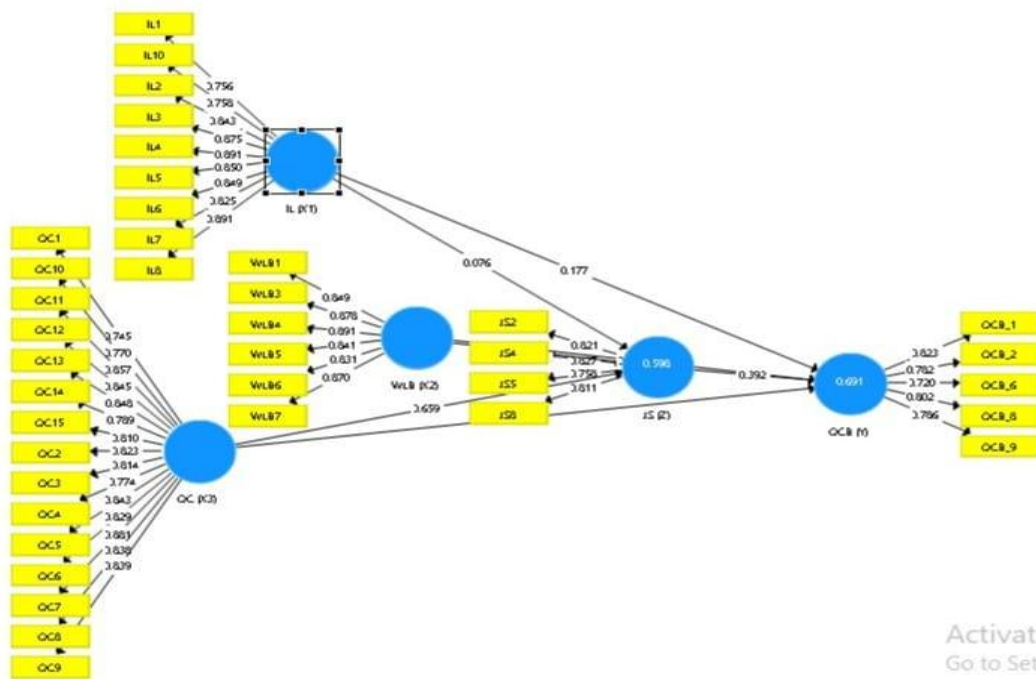


Figure 2
Path Diagram

Based on Table 1 and the path diagram, the outer model of the entire research construct shows excellent measurement quality with a very high level of reliability. The AVE values of all constructs meet the convergent validity standard. This measurement model meets the established criteria and is worthy of further analysis.

Table 2.

Construct	Discriminant Validity (Fornell-Larcker Criterion)				
	Islamic Leadership	Job Satisfaction	Organizational Culture	OCB	Work-Life Balance
Islamic Leadership	0,839				
Job Satisfaction	0,632	0,805			
Organizational Culture	0,783	0,770	0,821		

OCB	0,680	0,769	0,782	0,784
Work-life Balance	0,574	0,604	0,743	0,860

The discriminant validity test shows that all constructs meet the requirements for good discriminant validity, with the acquisition of each construct greater than the highest correlation of the construct with other constructs, showing that each construct is able to distinguish itself from other constructs. \sqrt{AVE}

The test uses the inner model using R-square and the significance of the path coefficient, as shown in Tables 3 and 4.

Table 3.
R-Square

Variable	R-Square
Organizational Citizenship Behavior (OCB)	0,691
Job Satisfaction	0,598

Source: SmartLPS Output

Based on Table 3 based on the R-Square value, it shows that the OCB variable can be explained by the variables of Islamic leadership, work-life balance and organizational culture by 69.1%, while 30.9% is explained by other variables that are not examined. The work satisfaction variable can be explained by the variables of Islamic leadership, work-life balance and organizational culture by 59.8%, while 40.2% is explained by other variables.

Table 4.
Structural Analysis Results

	Original Sample	T Statistics (O/STDEV)	P Value	Hypothesis	Results
IL→JS	0,076	0,595	0,552	H1	Rejected
WLB→JS	0,071	0,628	0,530	H2	Rejected
OC→JS	0,659	4,636	0,000	H3	Supported
IL→OCB	0,147	1,869	0,062	H4	Supported
WLB→OCB	0,079	0,693	0,488	H5	Rejected
OC→OCB	0,307	2,006	0,045	H6	Supported
JS→OCB	0,392	4,286	0,000	H7	Supported
IL→JS→OCB	0,030	0,575	0,566	H8	Rejected
WLB→JS→OCB	0,028	0,651	0,515	H9	Rejected
OC→JS→OCB	0,258	3,287	0,001	H10	Supported

Source: SmartPLS Output

Based on the structural analysis shown in Table 4 with a significance level of $\alpha = 10\%$, of the ten hypotheses proposed, there were five supported hypotheses and five rejected hypotheses. These findings confirm that Organizational Culture and Job Satisfaction are key factors that drive employee civic behavior, both directly and through mediation mechanisms. Meanwhile, the contribution of Islamic Leadership is marginal, and the influence of Work-life Balance is not proven to be significant in the context of this study.

The Influence of Islamic Leadership on Job Satisfaction

Islamic leadership has a positive effect on job satisfaction is rejected. The application of Islamic leadership principles in the context of modern organizations may not directly affect job satisfaction. These findings are in line with previous research (Anggraeni & Cahyono, 2024). However, these results contradict research (Sodiq et al., 2024) stated that Islamic leadership has a significant influence on Employee job satisfaction.

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance has a positive effect on job satisfaction is rejected. Job satisfaction is more influenced by factors directly related to work, such as freedom at work, variety of tasks, and feedback from superiors. These findings are in line with research showing that job satisfaction is more influenced by internal motivational factors, such as achievement and recognition, than by supporting factors such as work-life balance (Patterson et al., 2020). However, these results contradict research by Ogunola, (2022) which shows that there is a positive influence relationship between Work-life balance on employee job satisfaction, as well as research indicating that Work-life balance is an important factor that supports employee job satisfaction (Indra & Rialmi, 2022).

The Influence of Organizational Culture on Job Satisfaction

Organizational culture has a positive effect on job satisfaction. It can be concluded that there is a significant influence of organizational culture on job satisfaction. Research confirming that organizational culture can improve employee job satisfaction, as well as studies that have found job satisfaction is positively and significantly influenced by organizational culture (Chaanine, 2025), (Muspawi et al., 2025) and (George & Kotteeswaran, 2025).

The Influence of Islamic Leadership on OCB

Islamic leadership has a significant positive effect on OCB. These findings are in line with research confirming a positive relationship between leadership based on Islamic values and employee citizenship behavior (Muharom, 2023) and (Sholikhah et al., 2019). The application of Islamic leadership values i.e. as-shidiq, al amanah, al fathonah and tabligh to employees can increase employees' willingness to contribute more than their formal duties for the benefit of the organization.

The Effect of Work-life Balance on OCB

Work-life Balance does not have a significant influence on OCB. These findings are similar to research Mutamadra & Claudia (2024) that concludes the support of the relevant organization Work-life balance does not encourage employee citizenship behavior. Other research shows that there is a low perception among employees of initiatives Work-life balance and its relationship with OCB (Amalia & Setyaningrum, 2024). These results contradict research Edeh & Ikpor (2025) expressed significant influence between Work-life balance and OCB. The inconsistency of these results shows the influence of Work-life balance on OCB is contextual and may require other mediation or moderation factors.

The Influence of Organizational Culture on OCB

Organizational Culture has a significant positive influence on OCB. Theoretically, a strong organizational culture is capable of creating social norms and behavioral expectations that encourage employees to go beyond their formal duties. A positive culture builds a sense of belonging, loyalty, and emotional attachment to the organization. These findings are supported by research (Camacho et al., 2024b) and Tuan & Ferasso (2025), which shows that there is a significant positive relationship between the organizational culture and OCB. These results show that a strong organizational culture creates an environment that encourages employees to take voluntary actions that benefit the organization, as employees feel part of a work community that supports each other and shares shared values.

The Effect of Job Satisfaction on OCB

Job satisfaction has a positive effect on OCB. Employees who feel satisfied with their work tend to have a high intrinsic motivation to contribute to the organization. Satisfied employees will be motivated to help colleagues, take initiative, and actively participate in the organization. Research (Sowmiya & Ramadevi, 2025) finding a significant relationship between job satisfaction and civic and job satisfaction can predict OCB positively (BachtiaR et al., 2024) and (Sihombing & Sitanggang, 2019).

The Influence of Islamic Leadership on OCB Through Job Satisfaction

Although Islamic Leadership has a direct influence on OCB, it does not have a significant influence on Job Satisfaction. The influence of Islamic leadership on OCB is direct without the need to increase job satisfaction first. Research shows that Islamic leadership has no direct influence on OCB (Djaelani et al., 2021) and (Bismala et al., 2024). The Hasibuan & Soemitra (2022) which suggests that Islamic leadership can influence OCB through job satisfaction mediation.

The Effect of Work-Life Balance on OCB Through Job Satisfaction

Job Satisfaction mediates influence Work-life balance against OCB rejected, it can be concluded that job satisfaction does not play a role as a mediator in the relationship between Work-life balance and OCB. These findings are in line with research showing job satisfaction does not mediate influence Work-life balance against OCB (Mutamadra & Claudia, 2024) . These results contradict research that confirms that Work-life balance is an important factor in the cause of OCB that can affect these behaviors through the mediation of job satisfaction (Mashudi & Erdiansyah, 2023). Thing It can be explained that there is no good influence of the direct relationship between Work-life balance and OCB and the relationship between Work-life balance and job satisfaction. This shows that Work-life balance is not a relevant predictor for organizational civic behavior in the context of this study.

The Influence of Organizational Culture on OCB Through Job Satisfaction

Job Satisfaction plays a mediator in the relationship between OCB Culture is very significant. A positive organizational culture significantly increases job satisfaction. High job satisfaction contributes to the increase in OCB. A good organizational culture creates a supportive work environment, values that align with employees' personal values so as to increase job satisfaction. This high job satisfaction then motivates employees to engage in voluntary behaviors that benefit the organization. Research Algadri et al., (2020), Sugiono & Nurhasan (2025) showed the influence of job satisfaction mediation on OCB.

CONCLUSION

The results of the structural analysis showed that out of ten hypotheses tested, five hypotheses were accepted and five others were rejected. The accepted hypotheses include the influence of Islamic leadership, organizational culture, and job satisfaction on (OCB), in addition to the role of job satisfaction mediation in the relationship between organizational culture and OCB. In contrast, the work-life balance variable did not show a significant effect on OCB or job satisfaction. These results confirm that organizational culture and job satisfaction are key factors in shaping OCB behavior.

The limitations of the instruments and the respondents' perception of the variables of Islamic leadership and work-life balance that are different from the conceptual definitions in the instrument cause the insignificance of the relationship between Islamic leadership and work-life balance to job satisfaction and OCB. The insignificance of the mediation effect of job satisfaction indicates that other factors, such as Islamic work motivation or organizational support, may play a greater role in bridging the influence of Islamic leadership and work-life balance on OCB

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