



## Understanding How Organizational Culture and Job Satisfaction Drive Commitment and Citizenship Behavior in SMEs

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### ABSTRACT

**Purpose** - What is the gap in prior literature this paper fills in? This study addresses a gap in the literature by investigating the relationships between organizational culture (OC), job satisfaction (JS), normative commitment (NC), and organizational citizenship behavior (OCB) within the context of Clothing SMEs in Indonesia.

**Aims(s)** - The primary aim is to understand how organizational culture and job satisfaction influence normative commitment and OCB, with a secondary aim of identifying the mediating role of normative commitment in these relationships.

**Design/methodology/approach** - Using an explanatory research approach, data was collected from 165 employees of Clothing SMEs across Indonesia through questionnaires utilizing a five-point Likert scale. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, incorporating a two-stage approach to assess both the outer and inner models.

**Findings** -The results show that organizational culture positively influences both normative commitment ( $\beta = 0.439$ ,  $p < 0.000$ ) and OCB ( $\beta = 0.223$ ,  $p < 0.003$ ). Job satisfaction also positively affects normative commitment ( $\beta = 0.379$ ,  $p < 0.000$ ) and OCB ( $\beta = 0.318$ ,  $p < 0.000$ ). Moreover, normative commitment serves as a mediator, enhancing the effects of organizational culture and job satisfaction on OCB.

**Limitations of the study** - The cross-sectional design limits the ability to infer causality, and the focus on the textile sector in SMEs may limit generalizability. Future research should explore these relationships in other industries and consider longitudinal designs.

**Originality/value** - This study contributes to the literature by empirically demonstrating the causal interactions between organizational culture, job satisfaction, normative commitment, and OCB, with a specific focus on SMEs in a developing country context.

### KEY WORDS

organizational culture, job satisfaction, normative commitment, organizational citizenship behavior, Clothing SMEs

JEL Code: J24, M14 M12, M14, J28, L26

DOI: [10.46287/KTEM1048](https://doi.org/10.46287/KTEM1048)

## 1 INTRODUCTION

Normative commitment is a form of commitment where employees feel a moral obligation to stay with an organization, reflecting deep emotional attachment and loyalty. This sense of responsibility often arises from feelings of indebtedness or the ethical values promoted by the organization (Zhao et al., 2023). In the context of organizational change, particularly within SMEs, normative commitment is crucial as it fosters adaptability and commitment among employees during times of transformation (Verdorfer & Van Ginkel, 2024). Organizational culture significantly shapes normative commitment by instilling shared values, beliefs, and norms that influence employee behavior and attitudes (Pattipawae, 2011). Job satisfaction, encompassing factors like job duties, peer relationships, and compensation, also plays a vital role in fostering employee loyalty and commitment (S. Robbins et al., 2013); (El Rahman, 2021). Organizational citizenship behavior (OCB) refers to voluntary employee actions that go beyond formal job descriptions, contributing significantly to organizational effectiveness.

OCB includes positive behaviors like helping colleagues, taking initiative, and supporting a conducive work environment. Research indicates that organizational culture plays a critical role in developing OCB, particularly through the adoption of learning organization concepts and information technology in SMEs (Ningsih et al., 2021). Enhancing job satisfaction and establishing a strong organizational culture can motivate employees to exhibit OCB. Moreover, organizational culture can mediate the impact of corporate social responsibility on corporate reputation and OCB (Yusliza et al., 2021).

High normative commitment helps enhance employee loyalty and positive contributions, even in challenging circumstances. OCB also serves as an important mediator between job satisfaction, organizational culture, and organizational performance (Ardiyansah & Mon, 2023); (Shang et al., 2024). To boost normative commitment, organizations can implement strategies such as providing rewards, ensuring work-life balance, and improving communication and relationships among employees. Additionally, a strong organizational culture and training programs aligned with organizational values are crucial for increasing normative commitment. These strategies collectively enhance job satisfaction, strengthen organizational culture, and encourage OCB, ultimately leading to improved organizational performance and success.

The objective of this research is to explore how organizational culture and job satisfaction influence normative commitment and organizational citizenship behavior (OCB) in the context of SMEs. The study also aims to identify the relationships between these factors and organizational performance, and to propose practical strategies for SMEs to enhance employee loyalty and positive contributions during organizational change processes.

The added value of this research lies in its focus on SMEs, a sector that is often underrepresented in studies regarding normative commitment and OCB. This research fills the gap by providing empirical insights into how SMEs can leverage strong organizational culture and job satisfaction to enhance employee commitment and organizational performance. It also offers practical recommendations to assist SMEs in developing countries, such as Indonesia, in addressing the challenges of organizational change through the implementation of strategies designed to boost commitment and organizational citizenship behaviour.

## **2 LITERATURE REVIEW**

### **2.1 NORMATIVE COMMITMENT**

Normative commitment refers to the condition in which employees feel a sense of loyalty to the organization based on moral or ethical reasons (Kumasey et al., 2017); (Hendri, 2019). This type of commitment reflects an employee's feeling of being an integral part of the organization and a desire to remain within it, even without any external pressure to leave (Hendri, 2019). Employees with high normative commitment are inclined to stay with the organization because they feel a moral obligation to do so (Mer & Viridi, 2024). Normative commitment encompasses not only a sense of duty to uphold organizational goals and values but also active participation in company activities. In this study, normative commitment is measured using indicators adapted from (S. P. Robbins, n.d.) and (Purnama, 2013), including moral obligation, loyalty, a sense of responsibility, alignment with company values, reliance on the company, active participation, identification with the organization, and long-term commitment. These indicators help assess the depth of employees' normative commitment to their organization.

### **2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Organizational citizenship behavior refers to voluntary actions by employees that exceed formal job requirements and are not directly tied to the organization's reward system. These behaviors include discretionary efforts that support colleagues and demonstrate commitment to the organization (Heidarzadeh Hanzaee & Mirvaisi, 2013). This study utilizes organizational citizenship behavior indicators from (Dargahi et al., 2012) and (Heidarzadeh Hanzaee & Mirvaisi, 2013), which encompass altruism, conscientiousness, sportsmanship, courtesy, civic virtue, respect for organizational resources,

initiative, and teamwork. These indicators capture various facets of employee behavior that reflect care, support, and positive contributions to the work environment and overall organizational effectiveness.

### 2.3. ORGANIZATIONAL CULTURE

Organizational culture encompasses the shared beliefs, norms, and values that are embedded within an organization's members (Schein, 1990); (Gochhayat et al., 2017). These cultural elements significantly influence how members behave, make decisions, and take actions, ultimately impacting the effectiveness of the organization (Al Halbusi et al., 2022); (Meng & Berger, 2019). A strong organizational culture fosters a common understanding of what is important, real, and how to respond to different situations. In this study, organizational culture is measured using indicators such as organizational values, work norms, internal communication, leadership, teamwork, innovation, openness to change, and rewards and recognition (Purnama, 2015); (Hendri, 2019)

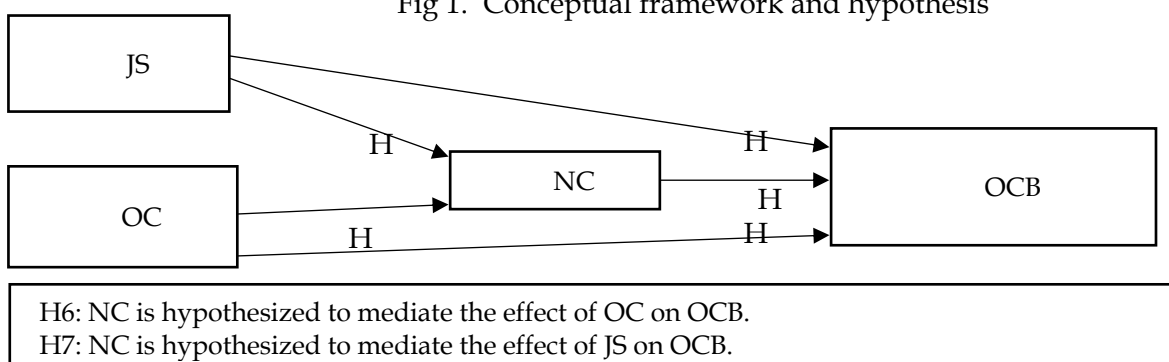
### 2.4. JOB SATISFACTION

Job satisfaction is a positive attitude and sense of happiness that employees feel towards their work. It arises when a company effectively meets the needs of its employees, such as through the achievement of work goals and a supportive work environment (Genedy et al., 2024). Job satisfaction reflects the gap between the rewards employees receive and their expectations (Hendri, 2019), and it is an emotional attitude that influences work morale, discipline, and performance (Hasibuan & Azmy, 2022). This study employs job satisfaction indicators from (Hasibuan & Azmy, 2022); (Genedy et al., 2024); and (Judge & Bono, 2001), including factors like compensation, work environment, career opportunities, relationships with superiors and co-workers, and work-life balance, to assess the elements that influence job satisfaction and its impact on employee behavior

### 2.5. HYPOTHESES

This study examines the relationships between organizational culture, job satisfaction, normative commitment, and organizational citizenship behavior. The first hypothesis (H1) posits that organizational culture significantly influences normative commitment, as supported by findings from (Pramono & Prahawan, 2021); (Qolbi et al., 2023). The second hypothesis (H2) suggests that job satisfaction significantly affects normative commitment, backed by evidence from (Arifin, 2020) and (Batista et al., 2024). The third hypothesis (H3) asserts that organizational culture has a significant effect on organizational citizenship behavior, as demonstrated (Serpian, 2021). The fourth hypothesis (H4) claims that job satisfaction significantly impacts organizational citizenship behavior, supported by research from (Hayati et al., n.d.). The fifth hypothesis (H5) indicates that normative commitment significantly influences organizational citizenship behavior, with supporting evidence from (Neelam et al., 2012). Additionally, normative commitment is hypothesized to mediate the relationship between organizational culture and organizational citizenship behavior (H6), as well as between job satisfaction and organizational citizenship behavior (H7), based on research by (Arundita et al., 2021) and (Zeinabadia, 2010). Below is the conceptual framework and hypothesis in Figure 1

Fig 1. Conceptual framework and hypothesis



## 3 METHOD

### 3.1 RESEARCH DESIGN

Data collection in this study was conducted through the distribution of questionnaires to respondents, utilizing a Likert scale with five categories. This scale was chosen for its simplicity and ease of use, making it accessible and understandable for respondents while also offering a high level of reliability in gauging perceptions. The flexibility of the Likert scale allows for the measurement of various types of variables according to the research needs. The procedure involves crafting questions that assess the respondent's level of agreement on a five-point scale, ranging from "Strongly Disagree" to "Strongly Agree." This method enables the capture of nuanced attitudes and opinions, providing valuable data for the analysis.

This study employs an explanatory approach to investigate the relationships between organizational culture, job satisfaction, normative commitment, and organizational citizenship behavior. By testing specific hypotheses, the study aims to identify and understand the factors that influence organizational citizenship behavior, providing empirical evidence of the causal interactions between these variables. The primary objective is to gain deeper insights into how organizational culture, job satisfaction, and normative commitment contribute to organizational citizenship behavior within the context of Clothing SMEs in Indonesia. The research population consists of all employees working in Clothing SMEs across the country, with a sample size of 165 respondents selected using the cluster sampling technique. The research was conducted over a period of three months, beginning on February 2, 2024.

### 3.2 METHOD OF DATA COLLECTION

Data collection in this study was conducted through the distribution of questionnaires to respondents, utilizing a Likert scale with five categories. This scale was chosen for its simplicity and ease of use, making it accessible and understandable for respondents while also offering a high level of reliability in gauging perceptions. The flexibility of the Likert scale allows for the measurement of various types of variables according to the research needs. The procedure involves crafting questions that assess the respondent's level of agreement on a five-point scale, ranging from "Strongly Disagree" to "Strongly Agree." This method enables the capture of nuanced attitudes and opinions, providing valuable data for the analysis.

### 3.3 DATA ANALYSIS METHOD

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized model (Figure 1). PLS-SEM is a statistical technique that involves two key processes: outer model assessment and inner model assessment (Sarstedt et al., 2021). The outer model assessment evaluates the relationship between latent variables and their associated observed variables, while the inner model assessment examines the relationships between the latent variables themselves.

SmartPLS 4 was used to estimate the model, with a bootstrapping procedure involving 5,000 resamples to test the stability and significance of the model estimates. Since the proposed model includes a high-level construct—normative commitment—a two-stage approach was employed, as recommended by (Sarstedt et al., 2021).

## 4 RESULTS

### 4.1 BACKGROUND SOCIO-DEMOGRAPHIC STATISTICS

Table 1 presents the demographic characteristics of respondents from clothing SMEs. The majority of the respondents are male (51.3%) and over 53 years old (37.5%). In terms of education, most employees hold a secondary education degree (37.5%). The largest portion of the workforce has between 13-24 months of work experience (66.3%).

These demographic characteristics highlight the importance of normative commitment, particularly in connecting job satisfaction with organizational culture. Employees with secondary education and limited work experience tend to show higher levels of loyalty and motivation, which supports organizational

goals and promotes organizational citizenship behavior. This commitment strengthens social bonds, improves collaboration, and positively impacts overall productivity and efficiency in the workplace.

Table 1. Title Respondent Characteristics

Information	N	%	Information	N	%	Information	N	%
Gender			Education			Work Experience (months)		
Man	85	51.3	Primary	38	23.2	1-12	29	17.5
Woman	80	48.7	Secondary	62	37.5	13-24	109	66.3
Amount	165	100	Bachelor	29	17.5	>24	27	16.2
Age			Masters	15	8.8	Amount	165	100
17-34	47	28.8	Doctorate	4	2.5			
35-52	56	33.7	Others	17	10.5			
53>	62	37.5	Amount	165	100			
Amount	165	100						

Source: Data processed

#### 4.2. OUTER MODEL ASSESSMENT

Before evaluating the inner model, this study assessed the reliability, convergent validity, and discriminant validity of the first-order constructs, following the guidelines set by (Hair et al., 2013). The results indicated that all measurement items exceeded the recommended reliability threshold of 0.7, with Cronbach's  $\alpha$ , composite reliability (CR), and Rho\_A values all surpassing this benchmark, confirming strong internal consistency across the constructs (see Table 2 and Figure 2). Furthermore, the Average Variance Extracted (AVE) for each construct met the required threshold of 0.5, establishing convergent validity in accordance with (Henseler et al., 2015). For discriminant validity, the study utilized the heterotrait-monotrait ratio (HTMT), which demonstrated good discriminant validity since all HTMT ratios were below the 0.90 threshold (Henseler et al., 2015). The assessment of the outer model revealed robust metrics for each construct: Job Satisfaction showed high reliability ( $\lambda = 0.930$ ,  $\alpha = 0.934$ ) with an AVE of 0.673, indicating strong satisfaction across various dimensions; Normative Commitment exhibited excellent reliability ( $\lambda = 0.942$ ,  $\alpha = 0.944$ ) and an AVE of 0.712, reflecting employees' sense of obligation and loyalty; Organizational Citizenship Behavior (OCB) also demonstrated exceptional reliability ( $\lambda = 0.952$ ,  $\alpha = 0.954$ ) and an AVE of 0.751, highlighting employees' willingness to engage in voluntary behaviors that exceed their formal job responsibilities; and finally, Organizational Culture indicated solid reliability ( $\lambda = 0.940$ ,  $\alpha = 0.942$ ) and an AVE of 0.705, emphasizing the alignment of employee values with organizational practices. These findings collectively affirm the robustness of the constructs used in this study, providing a strong foundation for further analysis of the relationships among organizational culture, job satisfaction, normative commitment, and organizational citizenship behavior

Table 2. Outer model assessment

Construct	$\lambda$	$\alpha$	rho_A	rho_c	AVE
Job Satisfaction		0.930	0.934	0.943	0.673
JS1: Satisfaction with salary and fringe benefits.	0.840				
JS2: Satisfaction with the physical and social conditions of the work environment.	0.841				
JS3: Opportunities for career growth and development.	0.873				
JS4: Quality of relationships between employees and managers.	0.738				
JS5: Quality of relationships between employees.	0.811				
JS6: Satisfaction with the type and load of work.	0.845				
JS7: The extent to which employees feel valued for their contributions.	0.830				
JS8: Ability to balance work and personal life.	0.778				
Normative Commitment		0.942	0.944	0.952	0.712
NC1: A feeling of obligation to stay with the company.	0.786				
NC2: The level of employee loyalty to the company.	0.828				

NC3: Employees feel responsible for meeting company expectations.	0.857				
NC4: The extent to which employees accept and respect company values.	0.816				
NC5: How dependent employees are on the company for their career.	0.837				
NC6: The level of employee engagement in company activities.	0.891				
NC7: The extent to which employees identify themselves with the company.	0.866				
NC8: Employees' desire to work for the company in the long term.	0.786				
Organizational Citizenship Behavior		0.952	0.954	0.960	0.751
OCB1: Willingness to help coworkers.	0.864				
OCB2: Doing work beyond what is expected.	0.888				
OCB3: The ability to not complain and maintain a positive attitude despite problems.	0.883				
OCB4: Respect and consideration for others in the workplace.	0.829				
OCB5: Involvement in company activities outside the main task.	0.846				
OCB6: Using company resources wisely.	0.910				
OCB7: Willingness to take initiative without being asked.	0.878				
OCB8: Work well together in a team to achieve a common goal.	0.830				
Organizational Culture		0.940	0.942	0.950	0.705
OC1: The extent to which company values are understood and adopted by employees.	0.846				
OC2: Compliance with company rules and policies.	0.792				
OC3: Effectiveness of communication between management and employees.	0.839				
OC4: Leadership style applied by management.	0.846				
OC5: Level of cooperation and collaboration between employees.	0.841				
OC6: Encouragement for innovation and creativity at work.	0.847				
OC7: The organization's ability to adapt to change.	0.886				
OC8: Reward and recognition system for employee contributions.	0.817				

Source: Data processed

Table 3. Discriminant analysis

Fornell-Larcker criterion	JS	NC	OCB	OC
JS	0.821			
NC	0.520	0.844		
OCB	0.572	0.640	0.866	
OC	0.321	0.561	0.521	0.840
<b>HTMT 0.90 Criterion</b>				
JS				
NC	0.548			
OCB	0.604	0.673		
OC	0.340	0.594	0.549	

Source: Data processed

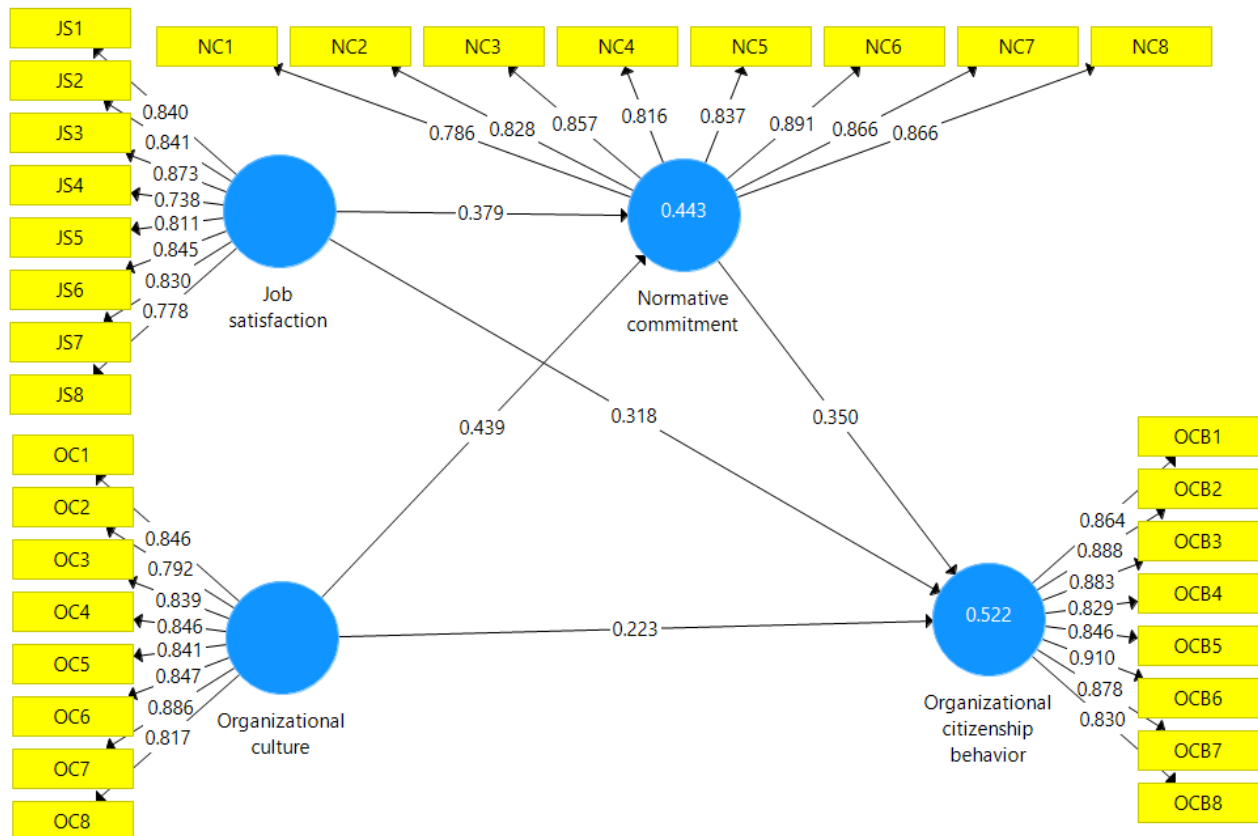
Table 3 summarizes the discriminant analysis results using the Fornell-Larcker criterion and the HTMT criterion. According to the Fornell-Larcker criterion, the square root of the Average Variance Extracted (AVE) for each construct (JS: 0.821, NC: 0.844, OCB: 0.866, OC: 0.840) exceeds the correlations between constructs, confirming discriminant validity. For the HTMT criterion, all values are below the threshold of 0.90, further supporting that each construct is distinct. Specifically, the highest HTMT value is 0.673 between Normative Commitment (NC) and Organizational Citizenship Behavior (OCB), indicating a moderate correlation without compromising discriminant validity. Overall, the results validate that the constructs are sufficiently distinct and confirm the robustness of the model in analyzing relationships

among organizational culture, job satisfaction, normative commitment, and organizational citizenship behaviour.

### 4.3. OUTER MODEL ASSESSMENT

Inner model test. The structural model focuses on the hypothesized relationship or path between variables. The results of the inner model test can be seen in Figure 2.

Fig 2. Structural Model



Source: Data processed

The inner model assessment used standardized path coefficients ( $\beta$ ) and significance levels to evaluate the hypothesized relationships. The model fit was validated with a Standardized Root Mean Square Residual (SRMR) value of 0.052, below the recommended threshold of 0.08, indicating a good model fit (Hu & Bentler, 1998). Results showed that organizational culture has a significant positive effect on normative commitment ( $\beta = 0.439, p < 0.000$ ), supporting Hypothesis 1 (H1). Additionally, organizational culture positively influences organizational citizenship behavior ( $\beta = 0.223, p < 0.003$ ), validating Hypothesis 3 (H3). Job satisfaction also significantly affects normative commitment ( $\beta = 0.379, p < 0.000$ ) and organizational citizenship behavior ( $\beta = 0.318, p < 0.000$ ), supporting Hypotheses 2 (H2) and 4 (H4). Furthermore, normative commitment significantly impacts organizational citizenship behavior ( $\beta = 0.350, p < 0.000$ ), confirming Hypothesis 5 (H5). The findings align with previous research, confirming the positive relationships between organizational culture and normative commitment, organizational culture and organizational citizenship behavior, job satisfaction and normative commitment, job satisfaction and organizational citizenship behavior, and normative commitment and organizational citizenship behavior. The mediation analysis revealed that normative commitment partially mediates the relationships between organizational culture and organizational citizenship behavior ( $\beta = 0.154, p < 0.002$ ) and job satisfaction and organizational citizenship behavior ( $\beta = 0.133, p < 0.001$ ), supporting Hypotheses 6 (H6) and 7 (H7). This mediation effect corroborates prior studies on the role of normative commitment in linking organizational culture and job satisfaction to organizational citizenship behavior

Table 4. Hypothesis Testing

	Beta	T Statistics	P Values	Decision
JS -> NC	0.379	5.948	0.000	Supported
JS -> OCB	0.318	3.988	0.000	Supported
NC -> OCB	0.350	3.754	0.000	Supported
OC -> NC	0.439	6.604	0.000	Supported
OC -> OCB	0.223	2.976	0.003	Supported
JS -> NC -> OCB	0.133	3.332	0.001	Supported
OC -> NC -> OCB	0.154	3.122	0.002	Supported

Source: Data processed

## 5 DISCUSSION

The findings of this study underscore the important roles that organizational culture and job satisfaction play in shaping normative commitment and organizational citizenship behavior among employees in textile SMEs. Specifically, the positive relationship between organizational culture and normative commitment ( $\beta = 0.439$ ,  $p < 0.000$ ) and organizational citizenship behavior ( $\beta = 0.223$ ,  $p < 0.003$ ) supports Hypotheses H1 and H3, suggesting that a strong organizational culture fosters a sense of moral obligation and a tendency to engage in supportive behaviors. Similarly, job satisfaction positively affects both normative commitment ( $\beta = 0.379$ ,  $p < 0.000$ ) and organizational citizenship behavior ( $\beta = 0.318$ ,  $p < 0.000$ ), thereby confirming Hypotheses H2 and H4. This indicates that higher job satisfaction enhances employees' normative commitment and their likelihood to engage in organizational citizenship behavior. Additionally, the study found that greater normative commitment leads to increased organizational citizenship behavior ( $\beta = 0.350$ ,  $p < 0.000$ ), which supports Hypothesis H5. These results corroborate existing literature, affirming the positive associations among organizational culture, normative commitment, organizational citizenship behavior, and job satisfaction.

Furthermore, the mediation analysis reveals that normative commitment partially mediates the relationship between organizational culture and organizational citizenship behavior ( $\beta = 0.154$ ,  $p < 0.002$ ) and between job satisfaction and organizational citizenship behavior ( $\beta = 0.133$ ,  $p < 0.001$ ), thereby supporting Hypotheses H6 and H7. This mediation highlights the importance of normative commitment in linking organizational culture and job satisfaction to organizational citizenship behavior, aligning with previous research findings.

The study's results contribute to a deeper theoretical understanding of the interplay among organizational culture, job satisfaction, normative commitment, and organizational citizenship behavior. The positive influence of organizational culture on normative commitment and organizational citizenship behavior aligns with earlier studies e.g., (Pramono & Prahiawan, 2021); (Rogelberg & Yonker, 2013); (Serpian, 2021). Additionally, the findings build upon recent research emphasizing the beneficial impacts of job satisfaction on normative commitment and organizational citizenship behavior e.g., (Avcı Taşkıran et al., 2024); (Hayati et al., n.d.); (Zhao et al., 2023); (Ardiyansah & Mon, 2023). The significant connection between normative commitment and organizational citizenship behavior further extends existing literature e.g., (Weisheng Chiu & Won, 2014); (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024). The study also highlights normative commitment as a mediator between organizational culture, job satisfaction, and organizational citizenship behavior, offering valuable insights into the intricate interactions among these constructs, consistent with prior research on mediation effects e.g., (Arundita et al., 2021); (Mulyantoro & Suherman, 2022); (Zeinabadia, 2010).

For practitioners in the textile SME sector, these findings emphasize the vital importance of fostering a strong organizational culture and enhancing job satisfaction to improve employees' normative commitment and organizational citizenship behavior. Creating a supportive and positive work environment is essential for boosting employee loyalty and encouraging behaviors that exceed formal job expectations. Initiatives aimed at increasing job satisfaction, such as recognition programs, career development opportunities, and fair compensation, are crucial for promoting these positive outcomes. By concentrating on these aspects, organizations can reinforce employee commitment and encourage behaviors that contribute to overall organizational effectiveness.

Despite the valuable insights offered by this study, several limitations should be acknowledged. The cross-sectional design limits the ability to establish causal relationships, suggesting that future research



might benefit from longitudinal studies to clarify the causal connections among the variables. Additionally, the focus on SMEs within the textile industry may restrict the generalizability of the findings to other sectors or larger organizations. Future investigations could address this limitation by exploring these relationships in various contexts to enhance the applicability of the results.

Moreover, while this study examined the mediating role of normative commitment, other potential mediators or moderators, such as leadership style or organizational justice, were not included. Future research could investigate these additional factors to provide a more comprehensive understanding of the mechanisms through which organizational culture and job satisfaction influence employee behaviour.

## 6 CONCLUSIONS

In conclusion, this study highlights the significant roles of strong organizational culture and job satisfaction in enhancing normative commitment and organizational citizenship behavior among employees, particularly within small and medium-sized enterprises (SMEs) in Indonesia's textile sector. The findings confirm that a positive organizational culture not only fosters a moral obligation for employees to remain with the company but also encourages them to engage in supportive behaviors that reinforce the organization. Additionally, job satisfaction has been shown to positively impact both normative commitment and organizational citizenship behavior, indicating that companies need to create a supportive work environment to increase employee engagement and positive contributions.

Therefore, companies in Indonesia and elsewhere should focus on developing an inclusive and satisfying organizational culture, enhancing employee well-being through fair compensation and career development opportunities, and involving employees in decision-making processes. Furthermore, regular evaluations of job satisfaction and organizational citizenship behaviors should be conducted to identify areas for improvement. Future research across various industry contexts can provide deeper insights into the interactions between organizational culture, job satisfaction, normative commitment, and organizational citizenship behavior. By implementing these measures, organizations can create a better work environment, enhance employee engagement and commitment, and promote positive behaviors that contribute to overall organizational success

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