

THE INFLUENCE OF GOVERNMENT MANAGEMENT, BUSINESS EXECUTIVES, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR MODERATED BY JOB SATISFACTION

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ABSTRACT: Organisational Citizenship Behaviour (OCB) plays a pivotal role in enhancing workplace productivity, fostering a positive organisational culture, and improving overall performance. However, Indonesian small and medium-sized enterprises (SMEs) encounter several challenges in maintaining a strong OCB. To address this issue, the present study aims to investigate the role of government management, business executives, and organisational commitment (OC) in shaping OCB, while also examining the moderating influence of job satisfaction. A survey was conducted to gather data from SMEs operating in Indonesia. Structural equation modelling was utilised to analyse the relationships between government management, business executives, OC, job satisfaction, and OCB. The findings indicate that government management, business executives, and OC significantly contribute to strengthening OCB, thereby enhancing employee productivity. Furthermore, job satisfaction exerts a positive moderating effect on OCB. Based on these findings, it is recommended that Indonesian SMEs prioritise the promotion of government management, business executives, OC, and job satisfaction to reinforce OCB.

Keywords: Job Satisfaction, Government Management, Organizational Commitment, OCB, SMEs, and Business Executives.

1. Introduction

OCB plays a crucial role in enhancing workplace productivity, fostering a positive organisational culture, and improving overall performance (McManus, Dundon, & Lavelle, 2025). It has a significant impact on promoting workplace productivity, which, in turn, enhances employee performance—an essential component of organisational success (Khan et al., 2025). OCB refers to discretionary behaviours exhibited by employees that extend beyond their formal job responsibilities, such as assisting colleagues, demonstrating a heightened sense of loyalty, and proactively engaging in various job tasks that contribute to organisational objectives (Hasibuan et al., 2024). Consequently, OCB is vital for both employees and organisations, as it enhances organisational performance through increased employee productivity. These behaviours facilitate teamwork in the workplace, mitigate conflicts among employees, and improve job satisfaction, ultimately leading to greater organisational effectiveness and long-term growth.

Similarly, OCB holds significant importance for SMEs (Su & Hahn, 2025). The growth of SMEs largely depends on employee performance, similar to other organisations. By fostering OCB, SMEs can cultivate a motivated workforce, drive innovation, and create a more supportive and engaged work environment. However, SMEs, particularly in Indonesia, face considerable challenges in maintaining OCB. Many Indonesian SMEs suffer from a lack of a productive workforce, which exacerbates workplace conflicts. OCB encounters several obstacles due to

resource limitations, informal structures, and restricted employee growth opportunities (Hooi, Liu, & Lin, 2022). Employees in SMEs frequently experience work overload and role ambiguity, diminishing their willingness to engage in discretionary behaviours. Thus, work overload and role ambiguity represent key constraints that hinder employee growth (Maden-Eyiusta, 2021). These factors can demotivate employees, ultimately undermining a productive work environment. Additionally, the absence of formal reward systems may deter employees from exceeding their job expectations. Job insecurity further exacerbates this issue by discouraging employees, leading to high turnover rates and weakening their commitment to OCB.

In addition to these challenges, one of the most critical factors affecting OCB is the lack of strong leadership (Qalati et al., 2022). Effective leadership fosters a positive organisational culture, yet this is often absent in SMEs. Moreover, financial and operational constraints hinder SMEs from implementing strategies that promote OCB, thereby affecting overall organisational performance. The aforementioned challenges affecting OCB can be mitigated through various strategies. Government involvement is a key factor in addressing these issues and fostering OCB. Government interventions, such as safeguarding employee rights, regulating wage rates, and ensuring benefit security, can significantly contribute to strengthening OCB. While prior studies have explored government involvement from different perspectives (Brudney & Kellough, 2000),

its role in relation to OCB has received limited attention.

Another crucial factor is the role of business executives in organisations. Business leaders can positively influence OCB by cultivating a supportive and inclusive work environment, recognising and rewarding discretionary efforts, and leading by example. By offering growth opportunities and empowering employees, business executives encourage proactive engagement beyond formal roles. Implementing fair policies, promoting teamwork, and adopting motivational leadership further enhance OCB. Although business executives have been widely discussed in the literature (Dincer & Dincer, 2013; Ghauri, Mazzarol, & Soutar, 2021), their impact on OCB remains underexplored. A third key determinant of OCB is OC. Research has demonstrated that OC positively influences OCB, leading to beneficial organisational outcomes (Harwiki, 2016; Musringudin, Akbar, & Karnati, 2017). Additionally, this study examines the moderating role of job satisfaction, which may shape the relationship between government management, business executives, OC, and OCB. While job satisfaction is a well-documented variable, its moderating effect within this framework (refer to Figure 1) has not been previously examined.

Thus, this study aims to investigate the role of government management, business executives, and OC in fostering OCB, while also considering the moderating influence of job satisfaction. The findings are particularly relevant for SMEs in Indonesia seeking to enhance OCB.

2. Review of Literature
2.1. Theoretical Framework

This research examines the interrelationships between government management, business executives, OC, job satisfaction, and OCB, as illustrated in Figure 1. These relationships are most effectively elucidated through the theoretical framework of SET. According to Social Exchange Theory (SET), social interactions within an organisational context are established and sustained through a process of cost-benefit analysis, wherein individuals evaluate the rewards and costs associated with their interactions to maximise benefits and minimise losses (Birtch, Chiang, & Van Esch, 2016). SET serves as the most appropriate theoretical foundation for this framework, as it underscores the notion that workplace relationships are rooted in reciprocal exchanges. Employees are more likely to exhibit positive OCB when they perceive equitable treatment, organisational support, and job satisfaction from management and other stakeholders.

In alignment with SET, this study explores the influence of government management, business executives, and

OC on OCB. Employees are inclined to demonstrate higher levels of OCB when government policies and managerial practices foster a stable and supportive work environment (Ramadhani & Wardhani, 2024). A conducive work environment is a critical determinant of robust OCB. Moreover, the role of business executives as leaders is pivotal. Supportive leadership, ethical decision-making, and recognition from executives enhance employees' willingness to exceed their formal job responsibilities (Shin et al., 2016). Additionally, a strong sense of organisational commitment motivates employees to engage in extra-role behaviours, as they feel psychologically invested in the organisation's success. Furthermore, job satisfaction plays a moderating role in strengthening the relationships between government management, business executives, OC, and OCB. Employees derive job satisfaction from supportive management practices, effective leadership, and a sense of commitment, which collectively contribute to enhanced OCB.

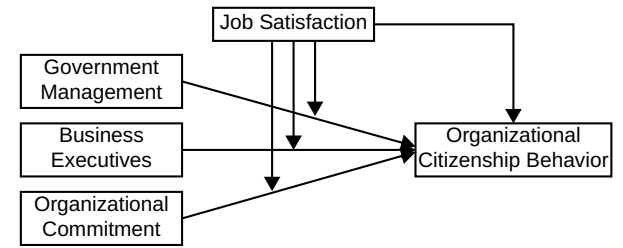


Figure 1: Theoretical Framework of the Study.

2.2. Government Management and OCB

Government management, frequently referred to as public administration or public policy, encompasses the governance of public initiatives and the transformation of political decisions into practical measures for citizens, incorporating the academic examination of policy formulation and implementation (Said & Herawati, 2024; Scupola & Mergel, 2022). However, within the scope of the present study, government management is conceptualised as the regulation of business entities through governmental policies. This includes the formulation of policies aimed at fostering effective management practices that enhance employee well-being. Such policies also prioritise the establishment of workplace fairness and transparency.

Government policies exert a significant impact on OCB, as several regulations are directly linked to employee rights. The safeguarding of employee rights and well-being contributes to heightened productivity (Roczniowska et al., 2021). When governments enforce equitable labour laws—encompassing job security, fair remuneration, and workplace safety standards—employees experience greater recognition and security, which subsequently fosters stronger OCB. Furthermore, governmental

initiatives designed to enhance employee motivation and engagement have the potential to elevate productivity by cultivating a supportive working environment, particularly within SMEs. Additionally, government-imposed regulations promote ethical business conduct and corporate social responsibility (Xue et al., 2022). Moreover, government-funded programmes aimed at advancing employee skill development enhance workers' sense of competence and engagement, thereby fostering positive OCB. Consequently, government management plays a pivotal role in promoting OCB. Based on this study, an increase in governmental oversight of business organisations is expected to enhance employee productivity and reinforce OCB. This analysis leads to the following hypothesis:

Hypothesis 1: Government management can develop a strong OCB.

2.3. Business Executives and OCB

A business executive is a senior leader accountable for the strategic direction, operations, and overall performance of an organisation, typically occupying roles such as chief executive officer (CEO), chief financial officer (CFO), or other C-suite positions. Consequently, business executives are high-ranking professionals tasked with strategic decision-making, leadership, and comprehensive organisational management (Pool, 2000). These roles are integral to any organisation, as they provide leadership and guidance to employees. Given their leadership responsibilities, business executives play a crucial role in ensuring employee well-being. They formulate and implement business strategies aimed at achieving long-term organisational objectives, including those related to human resource management (HRM).

Business executives exert considerable influence on OCB through their decision-making in HRM. As senior leadership is directly involved in HRM functions (Kloutsiniotis et al., 2022), their decisions shape employee behaviour, which ultimately affects workplace productivity and contributes to OCB (Demo et al., 2022). Executives who provide inspiration, mentorship, and a clear organisational vision encourage employees to exceed their formal job responsibilities. Additionally, recognition and reward systems implemented by executives serve as motivational tools, fostering employee commitment to organisational welfare. Senior management also plays a pivotal role in shaping organisational culture (Benevene & Cortini, 2010). Therefore, the role of business executives in SMEs is particularly vital in cultivating a positive OCB by prioritising employee well-being. This discussion leads to the following hypothesis:

Hypothesis 2: Business executives can develop a strong OCB.

2.4. OC and OCB

OC refers to the psychological attachment and identification of an individual with their organisation, encompassing loyalty, engagement, and the intention to remain within the organisation. It is often categorised into three dimensions: affective, continuance, and normative commitment (Uçanok & Karabatı, 2013). Thus, OC signifies an employee's psychological attachment, dedication, and loyalty to their organisation. It reflects the level of involvement and dedication exhibited by team members and explains the motivations of professionals to stay with their current employer rather than seeking opportunities elsewhere. In this study, commitment is examined in the context of OCB within SMEs.

The literature highlights OC as a critical element of human resource management, playing a pivotal role in organisational success (Al-Hussami, Hammad, & Alsoleh, 2018). This is due to its direct association with employee commitment to their organisation. OC significantly contributes to the enhancement of OCB by fostering employees' sense of belonging, loyalty, and willingness to exceed their formal job duties. Higher levels of employee commitment lead to increased workforce productivity, which in turn promotes positive OCB (Harwiki, 2016; Saraih et al., 2017). A moderate level of commitment strengthens employees' emotional attachment to their organisation. Employees who feel emotionally connected are more likely to act in the best interests of their organisation, thereby fostering supportive OCB. This heightened sense of responsibility enhances employee productivity and contributes to organisational effectiveness. Based on the relationship between OC and OCB, this study proposes the following hypothesis:

Hypothesis 3: OC can develop a strong OCB.

2.5. Moderating Role of Job Satisfaction

Job satisfaction reflects the extent to which an individual derives contentment from their work within an organisational setting. It encompasses satisfaction with various aspects of the workplace, including the nature of the work itself, the working environment, interpersonal relationships, remuneration, opportunities for advancement, working hours, and job security (Hermawan et al., 2024). Consequently, within the context of this study, job satisfaction is defined as a positive emotional state that emerges when employees evaluate their job experiences favourably. It represents the degree to which individuals

feel positively or negatively about their roles, influenced by both intrinsic factors (e.g., a sense of achievement, recognition) and extrinsic factors (e.g., salary, working conditions). A satisfied workforce is associated with heightened motivation, increased commitment, and overall organisational success. This study posits that job satisfaction plays a moderating role, with the potential to significantly influence OCB within SMEs.

Job satisfaction also affects the relationship between government management and OCB. For example, when government policies ensure fair labour laws, job security, and the protection of employee rights, employees are more likely to feel valued and satisfied. The interplay between job satisfaction and government management can thus shape OCB. Previous research has corroborated the relationship between job satisfaction and OCB (Fitrio et al., 2019; Margahana, Haryono, & Muftasa, 2018). Additionally, this study proposes that job satisfaction moderates the relationship between business executives and OCB. Supportive and ethical leadership practices by business executives enhance job satisfaction, fostering a positive work environment. While several studies have explored the connection between job satisfaction and OCB in the context of SMEs (Kim, Hong, & Yang, 2019; Purnama et al., 2024), the specific role of business executives, with job satisfaction as a moderating factor, remains underexamined. Based on the aforementioned discussion, the following hypotheses are proposed:

Hypothesis 4: Job satisfaction can develop a strong OCB.
Hypothesis 5: Job satisfaction positively influences the relationship between government management and OCB.
Hypothesis 6: Job satisfaction positively influences the relationship between business executives and OCB.
Hypothesis 7: Job satisfaction positively influences the relationship between OC and OCB.

3. Method

This section outlines the methodology employed to investigate the relationships proposed in this study. The selection of an appropriate research method is essential to ensure the attainment of accurate and meaningful results. Consequently, the study's objectives were carefully considered before determining the methodological approach. The primary aim of this research was to examine the influence of government management, business executives, and OC on OCB, alongside the moderating effect of job satisfaction. Given the need for precise measurement of these variables, a quantitative research approach was deemed most suitable. This methodological choice aligns with prior studies that have

utilised quantitative techniques to assess government management, business executives, OC, job satisfaction, and OCB. Furthermore, in adherence to existing literature, this study employed a survey-based design to collect data.

The operationalisation of the study's key variables—government management, business executives, OC, job satisfaction, and OCB—was conducted through a structured survey questionnaire. Accordingly, a questionnaire was developed to measure these variables systematically. OCB was assessed using four scale items that examined employees' responses to work-related challenges and their contributions to organisational success. Government management was measured using three scale items that focused on policy effectiveness, employee well-being, and job security. Business executives were evaluated through three scale items that assessed leadership strength and the effectiveness of organisational leaders' communication. Additionally, OC was measured using four scale items that captured employees' willingness to contribute, career growth opportunities, and emotional attachment to the organisation. Lastly, job satisfaction was assessed using four scale items that explored employee motivation, job role satisfaction, and responsibilities. The specific scale items for each variable are detailed in the subsequent sections.

3.1. Organizational Citizenship Behaviour (OCB)

- 1. I willingly help my colleagues with their work-related problems.
- 2. I take on extra responsibilities to support my organization's success.
- 3. I go beyond my assigned duties to contribute to the organization.
- 4. I encourage and support my co-workers to perform their best.

3.2. Government Management

- 1. The government provides effective policies that support employee well-being and job security.
- 2. Government regulations enhance workplace fairness and transparency.
- 3. Government initiatives positively impact employee motivation and engagement.

3.3. Business Executives

- 1. Business executives demonstrate strong leadership that inspires employees.
- 2. Organizational leaders communicate goals and expectations clearly.
- 3. Executives prioritize employee well-being alongside business objectives.

3.4. Organizational Commitment

- 1. I have a deep emotional connection to this organisation.
- 2. I am committed to making additional efforts to support my organisation's success.
- 3. I envision my future career developing within this organisation.
- 4. I experience a strong sense of belonging to this organisation.

3.5. Job Satisfaction

- 1. I am content with my current job role and responsibilities.
- 2. I feel recognised and appreciated in my workplace.
- 3. My organisation provides a positive and motivating work environment.
- 4. My salary and benefits are fair in relation to my workload.

A five-point Likert scale was employed in this study for data collection. Accordingly, all scale items were designed using a five-point rating system, ranging from “strongly disagree” to “strongly agree.” The study opted against using a three-point or seven-point scale, as three-point scales offer limited response depth due to their restricted options, while seven-point scales provide a broader range of choices, potentially causing confusion among respondents and affecting the accuracy of their responses. Thus, the five-point scale was deemed the most appropriate for this

research. The target population for this study comprised SMEs operating in Indonesia. Given the widespread geographical distribution of these SMEs, covering the entire population posed logistical challenges. To address this issue, area cluster sampling was employed. As noted by Sekaran and Bougie (2016), area cluster sampling is an effective method for data collection from a geographically dispersed population. Consequently, this study divided the population into clusters based on provinces and collected data from each cluster. Only SMEs with fewer than 250 employees were included in the sample. A total of 700 questionnaires were distributed randomly across various clusters, with 402 completed questionnaires returned, yielding a response rate of 57.42%.

4. Findings

4.1. Data Screening and Data Statistics

Data screening constitutes a critical initial phase in the data analysis process, encompassing the examination of missing values, identification of outliers, and assessment of data normality. In this study, five missing values were identified, which were addressed using the mean replacement method via SPSS. No outliers were detected within the dataset. Furthermore, the data was confirmed to be normally distributed, ensuring its suitability for subsequent analysis. Following the completion of data screening, the relevant statistical findings are presented in Table 1 and Figure 2.

Table 1: Data Screening and Data Statistics Results.

	Mean	Median	Min	Max	SD	Kurtosis	Skewness
GM1	3.717	4	1	7	1.674	-1.038	-0.062
GM2	4.246	4	1	7	1.539	-0.603	-0.33
GM3	4.737	5	1	7	1.81	-0.674	-0.694
BE1	4.45	5	1	7	1.857	-0.977	-0.563
BE2	4.524	5	1	7	1.78	-0.995	-0.429
BE3	5.261	6	1	7	1.634	0.666	-1.18
OC1	4.986	6	1	7	1.578	-0.052	-0.85
OC2	5.119	6	1	7	1.549	0.633	-1.155
OC3	5	6	1	7	1.572	-0.298	-0.818
OC4	4.924	6	1	7	1.545	0.125	-0.903
JS1	4.824	6	1	7	1.633	-0.35	-0.762
JS2	4.581	5	1	7	1.663	-0.58	-0.556
JS3	4.963	6	1	7	1.556	0.241	-0.954
JS4	4.994	6	1	7	1.71	-0.149	-0.913
OCB1	4.615	5	1	7	1.747	-0.752	-0.594
OCB2	4.844	5	1	7	1.559	-0.085	-0.802
OCB3	4.989	6	1	7	1.475	0.174	-0.879
OCB4	4.907	6	1	7	1.597	-0.003	-0.886
Note: GM = Government Management; BE = Business Executives; OC = Organizational Commitment; JS = Job Satisfaction; COB = Citizenship Organizational Behaviour							

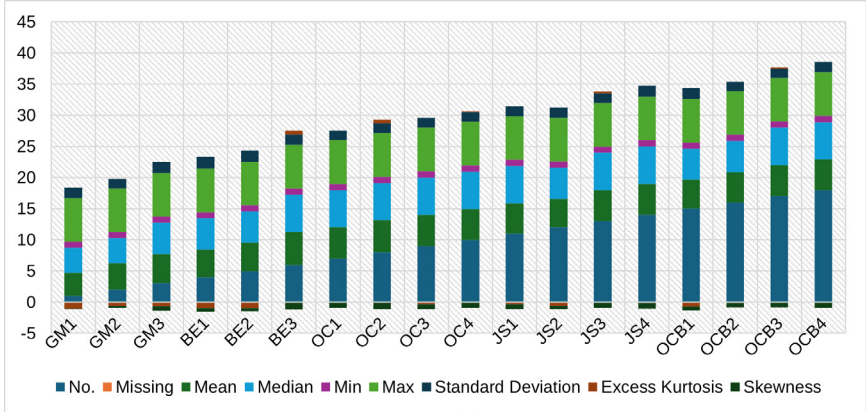


Figure 2: Data Screening and Data Statistics Results.

4.2. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) assesses the fit of a theoretical model to observed data by examining relationships between observed variables and latent constructs (Flora & Flake, 2017; Flora, LaBrish, & Chalmers, 2012; Hair Jr et al., 2021; Lesia, Aigbavboa,

& Thwala, 2024). It validates the measurement model before analysing variable relationships. As shown in Table 2 and Figure 3, all items have factor loadings above 0.5, CR values over 0.7, and AVE values exceeding 0.5, confirming model reliability.

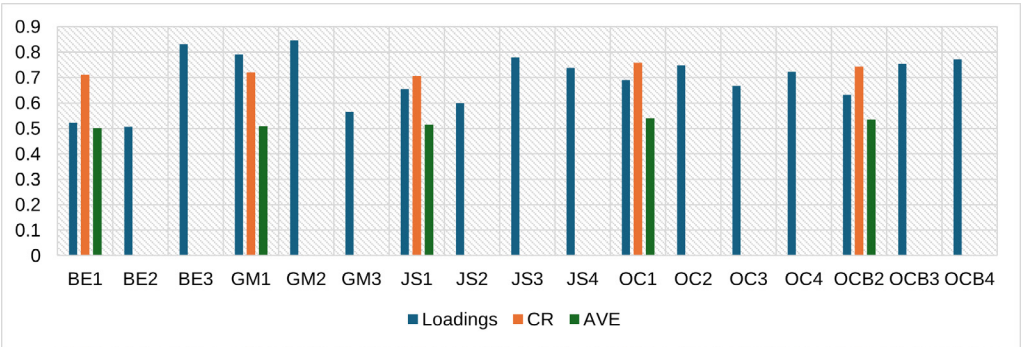


Figure 3: Confirmatory Factor Analysis Results (Factor Analysis).

Table 2: CFA Results.

Items	Loadings	CR	AVE
BE1	0.522	0.711	0.501
BE2	0.507		
BE3	0.831		
GM1	0.79	0.721	0.508
GM2	0.846		
GM3	0.566		
JS1	0.655	0.706	0.515
JS2	0.599		
JS3	0.779		
JS4	0.739		
OC1	0.69	0.758	0.541
OC2	0.748		
OC3	0.667		
OC4	0.723		
OCB2	0.631	0.743	0.535
OCB3	0.754		
OCB4	0.773		

Discriminant validity was assessed to ensure the distinctiveness of scale items across different variables. While multiple methods exist for evaluating discriminant validity, this study employed the Heterotrait-Monotrait Ratio of Correlations (HTMT), a contemporary and

widely accepted approach. Table 3 presents the HTMT values, indicating that none exceed the threshold of 0.85, thereby confirming discriminant validity (Hafkesbrink, 2021).

Table 3: HTMT.

	BE	GM	JS	OCB	OC
Business Executives					
Government Management	0.625				
Job Satisfaction	0.778	0.442			
Organizational Citizenship Behaviour	0.82	0.436	0.799		
OC	0.734	0.377	0.836	0.777	

4.3. Path Coefficient Findings

A path coefficient, in path analysis or structural equation modelling, quantifies the impact of independent variables on dependent variables (Ali & Kim, 2015; Kock, 2015; Streukens & Leroi-Werelds, 2016). Relationships were deemed significant at t-statistics > 1.64, with beta values indicating direction. Table 4 shows that government management, business executives, and OC positively affect OCB (t-values: 3.265, 2.788, and 4.67, respectively). Job satisfaction also positively influences

OCB (t-value: 1.682). However, its moderation effect on government management and OCB is insignificant (t-value: 1.008), rejecting hypothesis 5. While job satisfaction moderates the business executives–OCB relationship (t-value: 2.984), the negative beta value rejects hypothesis 6. Conversely, job satisfaction significantly moderates the OC–OCB relationship (t-value: 1.682). Figure 4 illustrates this moderating effect.

Table 4: Path Coefficient Results (Direct Effect).

	Beta	Mean	SD	T Statistics	P Values
Business Executives -> OCB	0.14	0.146	0.05	2.788	0.003
Government Management -> OCB	0.049	0.055	0.015	3.265	0.001
Job Satisfaction -> OCB	0.274	0.278	0.051	5.331	0
Moderating Effect 1 -> OCB	0.062	0.059	0.061	1.008	0.157
Moderating Effect 2 -> OCB	-0.146	-0.146	0.049	2.984	0.001
Moderating Effect 3 -> OCB	0.095	0.099	0.056	1.682	0.047
OC -> OCB	0.262	0.267	0.056	4.67	0

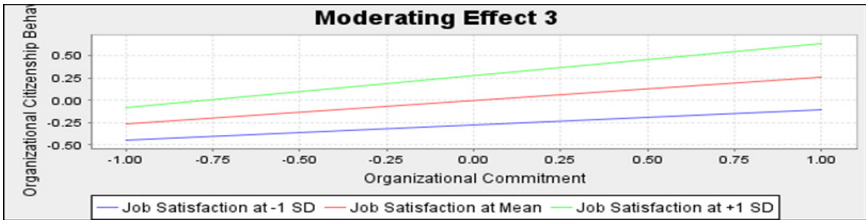


Figure 4: Moderation Effect of Job Satisfaction between OC and OCB.

5. Discussion and Conclusion

Many Indonesian SMEs struggle with a shortage of a productive workforce, leading to workplace conflicts. OCB is challenged by resource constraints, informal structures, and limited employee growth opportunities. Additionally, work overload and role ambiguity reduce employees' willingness to adopt flexible behaviours. This study examined the impact of government management,

business executives, OC, and job satisfaction on OCB. Findings indicate that government management positively influences OCB. Effective policies, including fair labour laws, workplace safety, and employee welfare programmes, foster a secure and motivated workforce, encouraging discretionary behaviours. Aligning with prior research, employee rights and well-being enhance efficiency (Roczniowska et al., 2021).

Thus, government management plays a crucial role in fostering a productive work culture in SMEs.

The findings further confirm the crucial role of business executives in fostering strong OCB. Their leadership enhances workforce cohesion and a positive work environment through strategic initiatives. Effective leadership drives OCB, benefiting both employees and organisational performance. Leaders' actions influence staff behaviour, ultimately improving workplace efficiency and OCB (Demo et al., 2022). Therefore, Indonesian SMEs should actively promote a leadership-driven culture. Additionally, OC positively correlates with OCB, as higher OC fosters positive employee behaviour. Hermawan et al. (2024) similarly found that OC enhances OCB. Even continuance commitment can drive OCB when reinforced through positive organisational mechanisms. Prior studies also support this relationship (Mamman, Kamoche, & Bakuwa, 2012; Nurjanah, Pebianti, & Handaru, 2020; van Dijke et al., 2024). Lastly, this study confirms job satisfaction's crucial role in strengthening the OC–OCB link, highlighting its importance in enhancing OCB.

5.1. Implications

The findings of this study hold substantial implications for organisations, managers, and policymakers seeking to enhance OCB through improved government management, business executives, OC, and job satisfaction. The theoretical contributions of this research provide valuable insights for these stakeholders. For instance, this study explores a unique relationship between business executives and OCB, a connection that has not been previously examined. The findings demonstrate that organisations, managers, and policymakers can foster OCB within SMEs by promoting effective leadership practices among business executives. Additionally, this study highlights the positive influence of government management on OCB, introducing a novel relationship that has not been extensively explored in prior research. This finding has sparked a new academic discourse, encouraging scholars to further investigate the role of government management in shaping employee behaviour. Consequently, this study recommends that organisations, managers, and policymakers leverage various rules and regulations to enhance government management practices, thereby fostering positive employee behaviour within SMEs. Finally, the findings of this study offer specific recommendations for the management of Indonesian SMEs. To enhance OCB, it is essential to promote effective government management, supportive business executives, strong organisational

commitment, and high levels of job satisfaction.

6. Future Directions

This study's findings suggest several directions for future research to further explore the OC–OCB relationship. Firstly, future studies should examine the impact of remote work, AI, and digital workplaces on OCB. Secondly, research should address the role of employee well-being, stress management, and work-life balance in fostering OCB. Finally, investigating OCB across different industries (e.g., healthcare, technology, education) or in cross-cultural contexts could provide deeper insights into its variability and influencing factors.

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