

The Influence of Organizational Culture and Job Satisfaction on the Organizational Citizenship Behavior of Foreign and Local Health Workers at Hospital Nacional Guido Valadares

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Abstract

Organizational citizenship behavior (OCB) is critical for healthcare effectiveness, yet empirical evidence regarding its antecedents in resource-limited, multicultural hospitals within developing nations remains scarce. This study investigates the impact of organizational culture and job satisfaction on OCB and compares these extra-role behaviors between local and expatriate healthcare workers at Hospital Nacional Guido Valadares, Timor-Leste. Employing a quantitative cross-sectional design, data were collected from 187 healthcare professionals (142 local and 45 foreign workers) using validated structured questionnaires. Multiple linear regression analysis revealed that organizational culture ($\beta = 0.418$) and job satisfaction ($\beta = 0.378$) significantly and positively influenced OCB, collectively accounting for 48.7% of the variance ($p < 0.001$). The prevailing clan culture strongly facilitated these voluntary behaviors. Notably, no significant differences in OCB levels emerged between local and foreign staff ($p = 0.142$), indicating successful multicultural integration. Among the OCB dimensions, altruism scored highest, while sportsmanship recorded the lowest mean. This study enriches Social Exchange Theory in developing healthcare contexts. Hospital management should sustain inclusive cultures and implement targeted interventions to mitigate workplace stressors, thereby improving the sportsmanship dimension.

Keywords: Organizational culture, job satisfaction, organizational citizenship behavior, healthcare workers, multicultural hospital.

Article History : Submit : 18 Februari 2026 Accepted : 27 February 2026 Publish : 28 February 2026

Doi : <https://doi.org/10.64146/6cyjjc5>

How to cite this article:

Silva, J. P. da, Elizabete, . S. ., Soares, C. L. ., & Alberto. (2025). The Influence of Organizational Culture and Job Satisfaction on the Organizational Citizenship Behavior (OCB) of Foreign and Local Health Workers at Hospital Nacional Guido Valadares (HNGV). *Health Smart : Jurnal Kesehatan Masyarakat*, 2(1), 29-45. <https://doi.org/10.64146/6cyjjc59>

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INTRODUCTION

Healthcare systems in developing countries face unique challenges in delivering quality services while managing limited resources and a diverse workforce composition. Hospital Nacional Guido Valadares (HNGV), as the largest and only national referral hospital in Timor-Leste, represents a critical case study for understanding healthcare workforce dynamics in resource-limited

settings. The hospital provides secondary and tertiary healthcare services to patients from all municipalities across the national territory, making it essential to understand the factors that influence employee behavior and organizational effectiveness (Freitas et al., 2025; Hou et al., 2016; Rickardo et al., 2023). Organizational citizenship behavior (OCB) has emerged as a crucial construct in understanding voluntary employee behaviors that contribute to organizational effectiveness beyond formal job requirements (Podsakoff et al., 2000).

The concept of organizational citizenship behavior has gained significant attention in management literature since its introduction by Bateman and Organ in 1983. OCB is defined as discretionary behaviors that go beyond formal job requirements and contribute to organizational effectiveness by supporting the social and psychological environment in which task performance occurs (Fan et al., 2023; Santos et al., 2023). In healthcare settings, where patient care quality largely depends on collaborative efforts and discretionary behaviors among staff members, understanding OCB becomes particularly important (Akgerman et al., 2025; Changaranchola & Samantara, 2024). Healthcare workers who demonstrate high levels of OCB are more likely to provide compassionate care, assist colleagues, and contribute positively to the overall organizational climate.

Organ (1988) identified five dimensions of OCB that have been widely adopted in subsequent research: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism encompasses discretionary assistance provided to colleagues concerning job-related tasks, while conscientiousness refers to behaviors that exceed minimum organizational requirements. Sportsmanship involves an individual's capacity to endure suboptimal situations without complaints, courtesy relates to efforts to avoid work-related conflicts with others, and civic virtue indicates an employee's deep concerns and active interest in organizational life (Birbisa & Worku, 2024). These dimensions can be further categorized into OCB directed toward individuals (OCBI) and OCB directed toward the organization (OCBO), providing a comprehensive framework for understanding citizenship behaviors in various organizational contexts.

Organizational culture represents a fundamental factor influencing employee attitudes and behaviors within healthcare institutions. Research has consistently demonstrated that organizational culture shapes the work environment, influences employee satisfaction, and ultimately affects discretionary behaviors such as OCB (Simeli et al., 2024; Tietschert et al., 2019). The competing values framework, which categorizes organizational culture into clan, adhocracy, hierarchy, and market cultures, provides a useful lens for examining how different cultural orientations affect employee behavior (Alsaqqa & Akyürek, 2021; Cameron et al., 2022). Healthcare organizations with

clan cultures, characterized by collaboration and employee development, tend to exhibit higher levels of OCB among their workforce (Bogale & Debela, 2024; Johnson et al., 2025).

Job satisfaction constitutes another critical antecedent of organizational citizenship behavior. According to social exchange theory, employees who experience positive workplace conditions and feel satisfied with their jobs are more likely to reciprocate by engaging in discretionary behaviors that benefit the organization (Blau, 1964; Cropanzano & Mitchell, 2005). The relationship between job satisfaction and OCB has been well-documented across various industries and cultural contexts (Barili et al., 2022; Hemsworth et al., 2024). In healthcare settings specifically, satisfied employees demonstrate greater willingness to help colleagues, provide quality patient care, and contribute to organizational goals beyond their formal responsibilities (Shi et al., 2023; Soriano-Vázquez et al., 2023).

The presence of foreign healthcare professionals in developing countries' health systems adds another layer of complexity to understanding organizational behavior. Expatriate healthcare workers face unique challenges related to cultural adjustment, language barriers, and professional integration (Almansour et al., 2022; Gao et al., 2023). Research on foreign-educated nurses and healthcare professionals has highlighted the importance of organizational support, cultural competence, and workplace integration in facilitating positive work outcomes (Cubelo et al., 2024; Hua et al., 2023). Understanding how organizational culture and job satisfaction influence OCB among both foreign and local healthcare workers can provide valuable insights for human resource management in multicultural healthcare environments.

Social exchange theory provides a robust theoretical foundation for understanding the relationships among organizational culture, job satisfaction, and OCB. This theory posits that social relationships are formed and maintained based on the exchange of resources, and employees develop attitudes and behaviors in response to the treatment they receive from their organizations (Ahmad et al., 2023; Cropanzano et al., 2017). When organizations provide a supportive culture and create conditions that promote job satisfaction, employees feel obligated to reciprocate through increased citizenship behaviors (Cardona et al., 2004; Nassani et al., 2024; Yang et al., 2023). The theory has been extensively applied in organizational behavior research and offers a compelling explanation for why positive organizational conditions lead to increased discretionary behaviors among employees.

Despite the extensive literature on OCB in healthcare settings, limited research has examined these relationships in developing countries' contexts, particularly in newly independent nations like Timor-Leste. HNGV operates in a challenging resource-limited environment while serving as the national referral center for a young healthcare system that has been developing since the country

gained independence in 2002 (Abawa & Obse, 2024; De Vries et al., 2023). The hospital relies on both local healthcare professionals and international specialists to provide clinical services and training, creating a unique multicultural work environment. Understanding how organizational factors influence citizenship behaviors in such settings can inform healthcare management practices and policies aimed at improving service quality and workforce retention.

This study aims to examine the influence of organizational culture and job satisfaction on organizational citizenship behavior among foreign and local healthcare workers at Hospital Nacional Guido Valadares. Specifically, the research objectives are: (1) to analyze the relationship between organizational culture and OCB among healthcare workers, (2) to examine the influence of job satisfaction on OCB, and (3) to compare OCB levels between foreign and local healthcare workers. The findings are expected to contribute to the theoretical understanding of employee behavior in multicultural healthcare settings and provide practical recommendations for improving organizational effectiveness in developing countries' healthcare systems. By addressing these objectives, the study responds to calls for more research on OCB in diverse cultural and organizational contexts (Yang et al., 2023; Yuwono et al., 2023).

METHODOLOGY

Research Design

This study employed a quantitative research approach with a cross-sectional survey design. The cross-sectional design was selected as it allows for the examination of relationships between variables at a single point in time, which is appropriate for investigating the associations among organizational culture, job satisfaction, and organizational citizenship behavior (Creswell & Creswell, 2018; Saunders et al., 2012). The research followed explanatory research principles to examine the influence of independent variables (organizational culture and job satisfaction) on the dependent variable (OCB), while also conducting comparative analysis between foreign and local healthcare workers.

Location and Time of Research

The research was conducted at Hospital Nacional Guido Valadares (HNGV), located in Culu Hun on the eastern edge of Dili, the capital city of Timor-Leste. HNGV was selected as the study site because it is the largest and only national referral hospital in the country, providing secondary and tertiary healthcare services to patients from all municipalities. The hospital employs both local healthcare professionals and international specialists from countries including Cuba, China, and Australia through various assistance programs. Data collection was carried out over a three-month

period from January to March 2024, allowing sufficient time to reach all targeted respondents across various departments and shifts.

Population and Sample

The target population comprised all healthcare workers employed at HNGV, including physicians, nurses, midwives, and other clinical staff. Using a purposive sampling technique, participants were selected based on the following inclusion criteria: (1) currently employed at HNGV for a minimum of six months, (2) holding clinical positions with direct or indirect patient care responsibilities, and (3) willing to participate voluntarily in the study. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a minimum required sample of 180 respondents. A total of 200 questionnaires were distributed, with 187 valid responses obtained, yielding a response rate of 93.5%. The sample included 142 local healthcare workers and 45 foreign healthcare professionals.

Research Instruments

Data were collected using a structured questionnaire consisting of four sections. The first section gathered demographic information, including age, gender, education level, work tenure, nationality, and job position. Organizational culture was measured using the Organizational Culture Assessment Instrument (OCAI) developed by [Cameron and Quinn \(2022\)](#), which assesses four culture types: clan, adhocracy, market, and hierarchy through 24 items. Job satisfaction was measured using the Job Satisfaction Survey (JSS) by [Spector \(1997\)](#), a 36-item instrument covering nine facets of job satisfaction. OCB was assessed using the 24-item scale developed by [Podsakoff et al. \(1990\)](#), measuring five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. All items were measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was translated into Portuguese and Tetum for local respondents, with back-translation procedures ensuring linguistic equivalence.

Data Analysis

Data were analyzed using the statistical software. Construct validity was evaluated using Exploratory Factor Analysis (EFA) via Principal Component Analysis (PCA) with Varimax rotation to ensure items loaded appropriately onto their theoretical constructs. Items failing to meet the minimum factor loading threshold of 0.50 were systematically excluded to maintain model parsimony. Internal consistency reliability was confirmed using Cronbach's alpha, with all retained constructs exceeding the 0.70 acceptable threshold. Prior to hypothesis testing, statistical assumptions, including normality (Kolmogorov-Smirnov test), linearity, and absence of multicollinearity ($VIF < 10$), were strictly verified. The conceptual models were tested using Pearson

correlation and multiple linear regression analyses. Finally, Independent Samples t-tests were executed to compare OCB dimensions between local and foreign healthcare workers. All statistical tests adopted a significance level of $\alpha=0.05$.

RESULTS AND DISCUSSION

RESULTS

This section elucidates the empirical findings derived from the data analysis of 187 healthcare professionals at Hospital Nacional Guido Valadares (HNGV). The presentation follows a systematic sequence: beginning with a demographic profile of the respondents, followed by a descriptive analysis of the primary variables, a rigorous assessment of instrument quality, and concluding with hypothesis testing and a comparative analysis across nationalities.

Respondent Demographic Profile

To provide a contextual baseline for the generalizability of the findings, the demographic landscape of the participants was first mapped. The detailed distribution of the healthcare workers' characteristics is presented in Table 1:

Table 1. Characteristics of Respondents

Characteristics	Category	n	%
Gender	Male	72	38.5
	Women	115	61.5
Age	21-30 years old	45	24.1
	31-40 years old	68	36.4
	41-50 years old	52	27.8
	>50 years old	22	11.8
Education	Diploma	67	35.8
	Bachelor (S1)	89	47.6
	Master (S2)	31	16.6
Tenure	6 months - 2 years	42	22.5
	2-5 years	58	31
	5-10 years	54	28.9
	>10 years	33	17.6
Health Worker Status	Local	142	75.9
	Foreigner	45	24.1
Profession	Doctor	38	20.3
	Nurse	89	47.6
	Midwives	32	17.1
	Other Health Workers	28	15

As illustrated in Table 1, the sample is predominantly female (61.5%), with the largest age cohort being the 31–40-year-old group (36.4%). Professionally, nurses constitute the largest segment (47.6%), mirrored by a significant portion of respondents holding a Bachelor's degree (47.6%). Crucial to the comparative objective of this study is the workforce composition, which consists of 75.9% local staff and 24.1% foreign health professionals, thereby providing a robust basis for cross-cultural analysis.

Descriptive Analysis of Research Variables

Following the demographic mapping, a descriptive analysis was conducted to gauge the prevailing perceptions of organizational culture, job satisfaction, and Organizational Citizenship Behavior (OCB). The statistical summary for these variables and their respective dimensions is encapsulated in Table 2

Overall, respondents reported a positive inclination across all three core variables, with mean scores consistently exceeding the high-performance threshold of 3.50. Organizational culture recorded a mean of 3.72, job satisfaction reached 3.68, and OCB stood at 3.81. To further explore the specific nuances of citizenship behavior, Figure 1 delineates the comparative scores across the five OCB dimensions:

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Standard Deviation
Organizational Culture	187	2.15	4.85	3.72	0.58
- Clan Culture	187	2.00	5.00	3.85	0.62
- Adhocracy Culture	187	1.80	4.90	3.48	0.71
- Market Culture	187	2.10	4.75	3.65	0.59
- Hierarchy Culture	187	2.25	4.80	3.78	0.55
Job Satisfaction	187	2.25	4.92	3.68	0.54
OCB	187	2.42	4.88	3.81	0.49
- Altruism	187	2.50	5.00	3.92	0.52
- Conscientiousness	187	2.25	5.00	3.85	0.56
- Sportsmanship	187	2.00	4.75	3.62	0.61
- Courtesy	187	2.50	5.00	3.88	0.48
- Civic Virtue	187	2.25	4.75	3.78	0.55

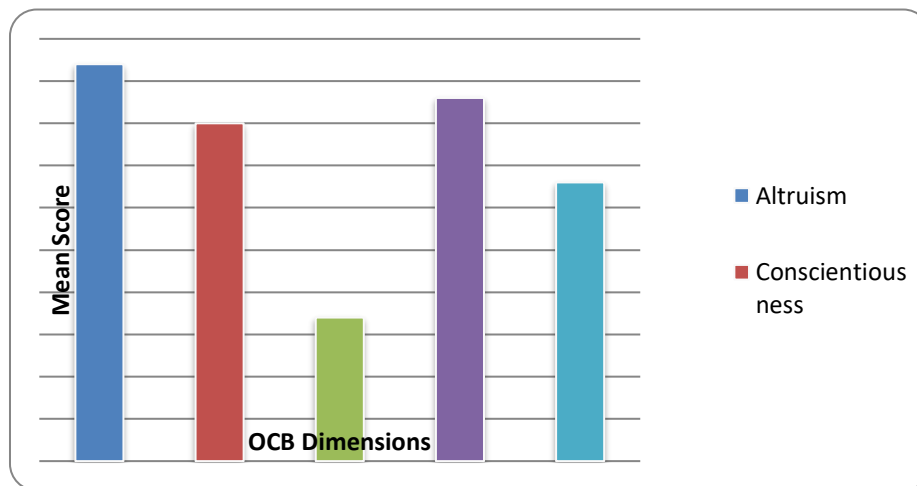


Figure 1. Average OCB Dimension Score

The visualization in Figure 1 highlights that Altruism (3.92) achieved the highest score, signaling a deep-seated ethos of mutual assistance among the HNGV workforce. Conversely, Sportsmanship (3.62) yielded the lowest mean, suggesting potential areas for improvement regarding the staff's resilience toward workplace inconveniences or resource limitations.

Instrument Quality: Validity and Reliability Assessment

Prior to executing inferential statistics, the research instruments were subjected to rigorous testing to ensure methodological precision and internal consistency. The results of the validity and reliability assessments are detailed in Table 3:

Table 3. Instrument Validity and Reliability Test Results

Variable	Number of Items	Factor Loading Range	Cronbach's Alpha	Remarks
Organizational Culture	24	0.512 - 0.785	0.891	Valid & Reliable
Job Satisfaction	36	0.485 - 0.812	0.924	Valid & Reliable
OCB - Altruism	5	0.621 - 0.798	0.845	Valid & Reliable
OCB - Conscientiousness	5	0.558 - 0.756	0.832	Valid & Reliable
OCB - Sportsmanship	5	0.492 - 0.723	0.798	Valid & Reliable
OCB - Courtesy	5	0.578 - 0.789	0.856	Valid & Reliable
OCB - Civic Virtue	4	0.612 - 0.801	0.867	Valid & Reliable

The analysis confirms that all items exhibited factor loadings well above the 0.50 threshold, while Cronbach's Alpha coefficients remain robustly above 0.70. These findings validate the psychometric integrity of the scales, confirming they are sufficiently reliable for structural hypothesis testing.

Bivariate Correlations and Hypothesis Testing

To establish the foundational associations between the variables, a Pearson correlation analysis was performed. These results served as the precursor to the regression modeling, as shown in Table 4:

Table 4. Pearson Correlation Analysis Results

Variable	Organizational Culture	Job Satisfaction	OCB
Organizational Culture	1	0.654**	0.612**
Job Satisfaction	0.654**	1	0.587**
OCB	0.612**	0.587**	1

**Significant correlation at the level of 0.01 (2-tailed)

The correlation matrix reveals a strong and statistically significant positive relationship between organizational culture and OCB ($r = 0.612$; $p < 0.01$), as well as between job satisfaction and OCB ($r = 0.587$; $p < 0.01$). Building upon these correlations, multiple linear regression was employed to determine predictive influence, with the results summarized in Table 5

Table 5. Multiple Regression Analysis Results

Dependent variable: Organizational Citizenship Behavior (OCB)

Independent Variables	B	Std. Error	Beta (β)	t	Sig.
(Constant)	.824	.198		4,162	.000
Organizational Culture	.385	.058	.418	6,638	.000
Job Satisfaction	.342	.062	.378	5,516	.000

Model Summary

R	.698
R Square	.487
Adjusted R-Square	.482
F	87,324
Sig.	.000

The regression model confirms that both organizational culture ($\beta = 0.418$; $p < 0.001$) and job satisfaction ($\beta = 0.378$; $p < 0.001$) exert a significant positive influence on OCB. The R^2 value of 0.487 indicates that the combination of these two predictors accounts for 48.7% of the total variance in citizenship behavior at HNGV, with the remaining variance attributable to factors outside the scope of this model.

Comparative Analysis: Local vs. Foreign Healthcare Workers

Given the multicultural nature of the HNGV environment, the study specifically examined whether citizenship behaviors differed by nationality. The results of the Independent Samples T-test are presented in Table 6 and further visualized in Figure 2:

Table 6. Comparison of OCB of Local and Foreign Health Workers

OCB Dimensions	Local (n=142)		Foreign (n=45)		t-value	Sig.
	Mean	SD	Mean	SD		
Altruism	3.89	0.54	3.98	0.48	-1.021	0.308
Conscientiousness	3.82	0.58	3.94	0.51	-1.284	0.201
Sportsmanship	3.58	0.63	3.74	0.55	-1,568	0.118
Courtesy	3.85	0.50	3.96	0.42	-1,385	0.168
Civic Virtue	3.75	0.57	3.88	0.49	-1,428	0.155
OCB Total	3.78	0.51	3.90	0.45	-1,475	0.142

Note: There was no significant difference between local and foreign health workers ($p > 0.05$)

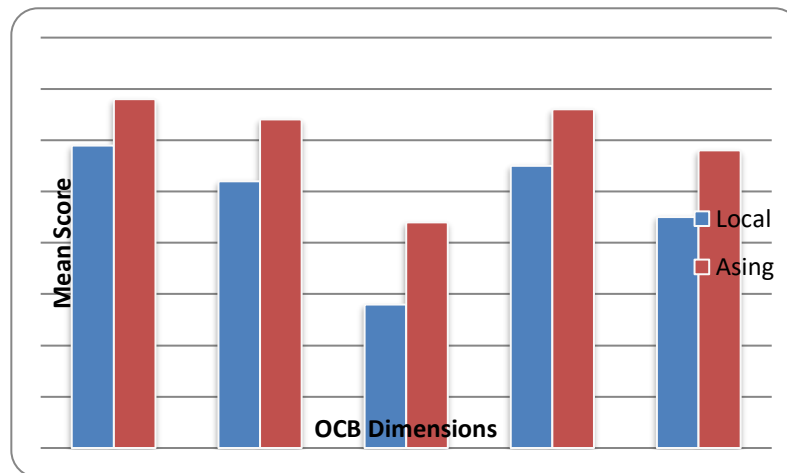


Figure 2. Comparison of OCB of Local and Foreign Health Workers

The findings in Table 6 and Figure 2 consistently demonstrate that there is no statistically significant difference ($p > 0.05$) in OCB levels across any dimension between local and foreign staff. Although foreign healthcare workers displayed slightly higher mean scores, the statistical significance suggests a successful integration of organizational values, where citizenship behavior transcends national backgrounds. Concluding the results section, Figure 3 illustrates the organizational culture profile of HNGV based on the Competing Values Framework, providing a macro-level view of the environment shaping these behaviors:

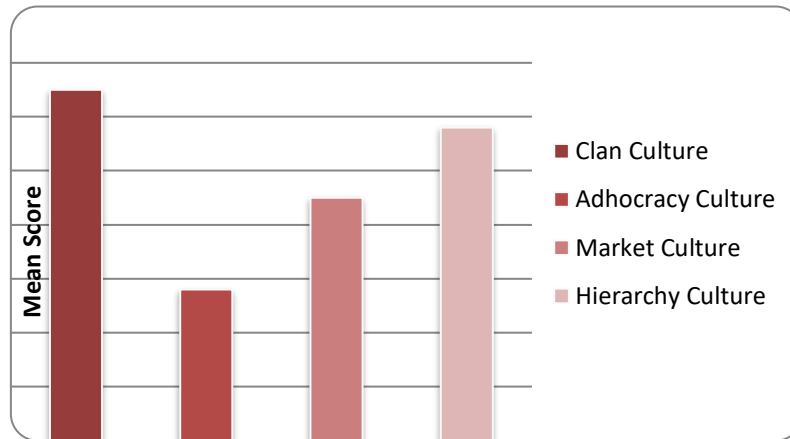


Figure 3. HNGV Organizational Culture Profile

The profile in Figure 3 confirms the dominance of a Clan Culture, characterized by a collaborative, family-like atmosphere. This prevailing cultural ethos appears to be the primary driver behind the high levels of voluntary citizenship behavior observed throughout this study.

DISCUSSION

The findings of this study provide robust empirical evidence regarding the significant influence of organizational culture and job satisfaction on organizational citizenship behavior among healthcare workers at Hospital Nacional Guido Valadares. The finding that organizational culture exerts a positive and significant effect on OCB ($\beta = 0.418$, $p < 0.001$) aligns with previous research demonstrating that supportive organizational culture can foster citizenship behaviors among employees. The predominance of clan culture at HNGV, characterized by collaboration, teamwork, and employee development, appears to create an environment conducive to the emergence of citizenship behaviors among healthcare workers.

The dominant clan culture at HNGV reflects organizational characteristics that prioritize familial relationships, participation, and shared commitment. In the context of hospitals in developing countries such as Timor-Leste, this type of culture is particularly relevant given resource constraints that require healthcare workers to support one another and collaborate beyond their formal job descriptions (De Vries et al., 2023). These findings confirm the proposition that organizations with human-relations-oriented cultures tend to generate higher levels of OCB compared to organizations with purely hierarchical or market-oriented cultures (Cameron et al., 2022; Johnson et al., 2025).

The significant influence of job satisfaction on OCB ($\beta = 0.378$, $p < 0.001$) supports social exchange theory propositions and previous empirical findings indicating that employees who are

satisfied with their jobs tend to reciprocate by engaging in discretionary behaviors that benefit the organization (Cropanzano & Mitchell, 2005). Satisfied employees at HNGV demonstrate greater willingness to engage in extra-role behaviors that benefit coworkers and the organization as a whole. This finding is particularly noteworthy given the resource-limited context of Timor-Leste's healthcare system, suggesting that even in challenging environments, job satisfaction remains a crucial driver of positive employee behaviors (Hemsworth et al., 2024; Shi et al., 2023).

From the perspective of social exchange theory, the relationship between job satisfaction and OCB can be explained through the mechanism of reciprocity (Cropanzano & Mitchell, 2005). When organizations provide satisfying work conditions, employees feel obligated to reciprocate through behaviors that benefit the organization beyond their formal job requirements. In the context of HNGV, healthcare workers who feel satisfied with aspects of their jobs, such as relationships with coworkers, supervision, and career development opportunities demonstrate a higher propensity to help colleagues, participate voluntarily in organizational activities, and display patience when facing workplace inconveniences.

The resulting regression model explained 48.7% of the variance in OCB ($R^2 = 0.487$), indicating that organizational culture and job satisfaction together constitute substantial predictors of OCB. This coefficient of determination value is considered moderate to high in organizational behavior research and aligns with previous meta-analyses showing that organizational and individual factors together explain a significant proportion of OCB variance (Birbisa & Worku, 2024; Podsakoff et al., 2000). Nevertheless, 51.3% of the variance remains unexplained, indicating the existence of other factors that also influence OCB, such as transformational leadership, organizational commitment, and employee personality characteristics.

An interesting finding from this study is the absence of significant differences in OCB levels between local and foreign healthcare workers ($t = -1.475$, $p = 0.142$). Although foreign healthcare workers demonstrated slightly higher mean scores across all OCB dimensions compared to local healthcare workers, these differences were not statistically significant. This result suggests that despite the potential challenges faced by expatriate healthcare workers related to cultural adjustment, language barriers, and professional integration, both groups exhibit comparable levels of citizenship behavior (Cubelo et al., 2024).

The absence of significant differences in OCB between local and foreign healthcare workers represents an encouraging finding for multicultural healthcare management. This indicates that HNGV has successfully created an inclusive organizational environment that supports the integration of foreign healthcare professionals from various countries including Cuba, China, and Australia (Gao

et al., 2023; Hua et al., 2023). International technical assistance programs that have been operating since 2002 through various bilateral cooperation schemes appear to have contributed to creating a work culture that values diversity and facilitates cross-cultural collaboration among healthcare workers.

Analysis of OCB dimensions revealed that altruism obtained the highest score ($M = 3.92$), followed by courtesy ($M = 3.88$), conscientiousness ($M = 3.85$), civic virtue ($M = 3.78$), and sportsmanship ($M = 3.62$). The high altruism score indicates that healthcare workers at HNGV have a strong tendency to help coworkers complete work-related tasks. This is highly relevant in the healthcare context where collaboration and mutual assistance among healthcare workers are essential for ensuring patient safety and service quality (Akgerman et al., 2025; Changaranchola & Samantara, 2024).

The relatively lower sportsmanship score compared to other dimensions warrants attention from hospital management. Sportsmanship reflects employees' ability to tolerate workplace inconveniences without complaining. The lower score on this dimension may indicate the presence of challenges in the HNGV work environment that need to be addressed, such as high workloads, limited facilities, or emotional pressures experienced by healthcare workers (Santos et al., 2023). Targeted interventions to improve working conditions and psychological support can help enhance the sportsmanship dimension among healthcare workers.

The findings of this study carry several practical implications for human resource management in healthcare institutions, particularly in developing countries. First, healthcare organizations should prioritize the development of supportive organizational cultures that emphasize collaboration, employee development, and positive interpersonal relationships. Second, interventions aimed at enhancing job satisfaction, such as improving working conditions, providing professional development opportunities, and ensuring fair compensation, can effectively promote citizenship behaviors among healthcare workers (Simeli et al., 2024; Soriano-Vázquez et al., 2023). Third, multicultural healthcare environments can achieve successful integration by fostering inclusive cultures that value diversity and provide adequate support for foreign healthcare professionals.

Despite making important contributions, this study has several limitations that should be considered when interpreting the findings. First, the cross-sectional design employed does not permit definitive conclusions regarding causality among the variables. Future longitudinal research is needed to establish temporal sequence and cause-and-effect relationships. Second, the use of self-report questionnaires potentially introduces common method bias and respondents' tendency to provide socially desirable answers. Third, the sample is limited to a single hospital in Timor-Leste,

which limits the generalizability of findings to other healthcare organizational contexts (Yang et al., 2023). Future studies should consider multi-site designs and incorporate objective measures of OCB to address these methodological concerns.

CONCLUSION

This study offers a fairly clear picture of how organizational culture and job satisfaction shape citizenship behavior among HNGV healthcare workers. From the 187 respondents examined, both factors were found to play equally important roles in fostering OCB. The clan culture that has developed within this hospital appears to serve as the primary catalyst, creating a warm and collaborative work atmosphere that encourages healthcare workers to help one another and contribute beyond their formal job requirements.

What proved rather surprising was the absence of any meaningful difference between local and foreign healthcare workers in displaying citizenship behavior. This finding seems to confirm that HNGV has successfully built a solid bridge of integration for healthcare professionals from various countries. That said, the lower sportsmanship score compared to other dimensions deserves management attention. Moving forward, efforts to strengthen the existing culture while continuously improving job satisfaction will be key to maintaining and enhancing OCB at this hospital.

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