

The Effect of Organizational Justice on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable (A Study on Employees of Pangea Vision Co. Ltd)

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Abstract

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors exhibited by employees that are not formally required by their job descriptions but contribute to the overall efficiency and effectiveness of the organization. Employees who demonstrate OCB tend to display positive behaviors such as assisting coworkers, arriving on time, and taking initiative beyond formal job responsibilities. This study aims to analyze the effect of organizational justice on OCB, mediated by job satisfaction. The research was conducted at PT. Pangea Vision Co. Ltd with a total sample of 93 employees, determined using the saturated sampling method. Data were collected through surveys using a questionnaire as the research instrument. The data analysis technique employed in this study is Structural Equation Modeling (SEM) with a variance-based approach known as Partial Least Squares (PLS). The results indicate that organizational justice has a positive effect on OCB, organizational justice has a positive effect on job satisfaction, job satisfaction has a positive effect on OCB, and organizational justice positively affects OCB through job satisfaction. The implications of this study contribute theoretically to Social Exchange Theory and provide practical insights for organizations regarding OCB-related issues.

Keywords: organizational citizenship behavior, organizational justice, job satisfaction

INTRODUCTION

Human resources are a key component in running an organization. Organizations exist through the energy and thoughts rooted in human resources (Prasetya and Rini, 2023). The effective utilization of human resources is one way for companies to improve their performance. High-quality human resources will encourage better organizational performance overall (Sugiasari and Suwandana, 2024).

The service sector is a fundamental industry in meeting the various needs of society and shaping the economy in the current global business environment (Utami et al., 2024). A salon is one type of company in the service sector, particularly within the beauty industry. With a growing population and the rapid development of beauty trends, salons in Indonesia have major opportunities for growth. However, the expansion of salons is inseparable from increasingly fierce competition (Hamdani and Rahmiati, 2023).

Efforts to face competition in the service sector are often linked to service quality, innovation, and customer relationship management (Heydari and Lai, 2019; Utami et al., 2024; Baradarani, 2018). Human resources can also be a critical element for organizations to achieve excellence through organizational citizenship behavior (Asghari et al., 2022; Pham et al., 2023).

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Organizational citizenship behavior (OCB) is voluntary individual behavior that is not explicitly recognized by the formal system, but overall contributes to organizational efficiency and effectiveness (Qalati et al., 2022). OCB helps establish good relationships with consumers, shapes positive consumer perceptions of service quality, and fosters customer loyalty (Harsono et al., 2023). OCB is characterized by five dimensions: (1) altruism, (2) conscientiousness, (3) courtesy, (4) sportsmanship, and (5) civic virtue (Luthans, 2021).

PT. Pangea Vision is the parent company of The Shampoo Lounge, HairShop.store, and Bali Barber, which operates in services, particularly salons, spas, and barbershops. Based on an interview with Ms. Shierley, the President Director, the company expects employees to display organizational citizenship behavior in their work. However, in reality, this has not yet been achieved. Pre-surveys conducted through interviews revealed several OCB-related issues. The initial interview with the President Director focused on the company's overall condition, followed by interviews with employees from several departments to better understand their day-to-day work behavior.

Several senior stylists showed reluctance to share knowledge with junior stylists, indicating low altruism. The altruism dimension reflects helpful behaviors in direct task-related interactions. Another phenomenon was employees displaying impolite attitudes, such as failing to greet consumers warmly, which led to complaints—reflecting poor courtesy. Courtesy refers to behavior that helps prevent problems for others in the work environment.

Low conscientiousness was also observed. Some employees neglected responsibility in time management, such as failing to comply with attendance procedures by not notifying two hours in advance when unable to arrive on time. Others were not available to serve incoming customers. The conscientiousness dimension involves voluntary behaviors exceeding the minimum organizational requirements in areas like attendance, adherence to rules, and time management. Additionally, gossip, frequent complaints, and arguments in front of customers reflected weak sportsmanship. The sportsmanship dimension describes employees' willingness to accept less-than-ideal situations without excessive complaining. As PT. Pangea Vision operates in the service sector, direct consumer interactions are routine. Employees demonstrating organizational citizenship behavior provide added value, enabling the company to withstand stiff competition.

Organizational citizenship behavior is grounded in social exchange theory. This theory emphasizes that individuals develop a sense of positive reciprocal obligation when they receive benefits or good treatment from others (Afrianty & Putriwahyuni, 2020). When employees feel that the organization cares about their well-being, they are more likely to display positive attitudes and extra-role behaviors—known as organizational citizenship behavior (Liaquat and Mehmood, 2017). Factors that may influence OCB include organizational justice and job satisfaction (Harumi and Riana, 2019).

Social exchange theory suggests that when employees perceive fairness in the organization, OCB increases (Hendra et al., 2022). Organizational justice is defined as the overall perception of fairness in the workplace, including distributive, procedural, informational, and interpersonal justice (Robbins and Judge, 2017). Hermanto and Srimulyani (2022) found that organizational

justice influences OCB, a finding supported by other recent studies (Rynaldi and Mas'ud, 2022; Nurhidayati et al., 2021). However, some studies revealed insignificant relationships between organizational justice and OCB (Mon and Jennifer, 2022; Ardi and Sudarma, 2015). These inconsistencies justify considering job satisfaction as a mediating variable.

Job satisfaction refers to employees' evaluation of how well their work fulfills their needs or aligns with what they consider important (Luthans, 2021). Ayalew and Walia (2024), who examined organizational justice–OCB relationships with job satisfaction as a mediator, found evidence supporting social exchange theory: higher job satisfaction strengthens the link between organizational justice and OCB. Their findings suggest that when organizations treat employees fairly, job satisfaction increases, which in turn enhances OCB. Employees who feel fair treatment generates job satisfaction will ultimately contribute more to the organization (Mashi, 2018).

Previous studies have explored the justice–OCB relationship, showing that perceived fairness fosters voluntary, extra-role behaviors (Hermanto & Srimulyani, 2022; Rynaldi & Mas'ud, 2022). Yet, inconsistencies remain, as some studies found insignificant effects (Mon & Jennifer, 2022; Ardi & Sudarma, 2015). Job satisfaction has thus emerged as a potential mediator that strengthens this relationship through social exchange mechanisms, where employees reciprocate fair organizational treatment with OCB (Ayalew & Walia, 2024; Mashi, 2018). Despite these findings, most research has focused on general service or industrial sectors, leaving a gap in understanding in the beauty service industry in Indonesia. This is particularly relevant for multi-brand salon organizations like PT. Pangea Vision, where interpersonal customer interactions and teamwork are central.

The objectives of this study are as follows: to analyze the influence of organizational justice on organizational citizenship behavior; to analyze the influence of organizational justice on job satisfaction; to analyze the influence of job satisfaction on organizational citizenship behavior; and to analyze the mediating influence of job satisfaction in the relationship between organizational justice and organizational citizenship behavior. The findings are expected to clarify the application of social exchange theory and its connection with organizational justice, job satisfaction, and OCB. Furthermore, this study aims to provide insights for evaluating factors affecting OCB and serve as input for managerial decision-making within the company.

RESEARCH METHOD

This study employed a quantitative research method to test hypotheses using statistical data analysis. A causal associative approach was applied to examine the relationship between organizational justice (X) and organizational citizenship behavior (Y), with job satisfaction (Z) as a mediating variable. The research was conducted at PT. Pangea Vision, the parent company of The Shampoo Lounge, HairShop.store, and Bali Barber in Bali, Indonesia. Primary data were collected through structured questionnaires distributed to employees, and the data were analyzed using Structural Equation Modeling (SEM) with path analysis to test direct and mediating effects. This design enabled the statistical examination of the causal links between organizational justice, job satisfaction, and OCB within the service context of a multi-brand salon company.

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RESULT AND DISCUSSION

Inferential Analysis of Research Data

Analysis Structural Equation Modeling (SEM) based on Partial Least Square (PLS)

This study uses data analysis techniques Structural Equation Modeling (SEM) based variance called Partial Least Square (PLS). The application used to analyze the data is SmartPLS 4.0. SEM-PLS is an analysis method non-parametric which is used to test the predictive relationship between constructs by seeing if there is a relationship or influence between the constructs. The SEM-PLS analysis consists of two sub-models, namely the evaluation of the measurement model (outer model) and and evaluation of structural models (inner model).

Evaluation of Measurement Models (Outer Model)

Evaluation of the measurement model or outer model is carried out to assess whether the indicators used can represent the latent variables to be measured. The evaluation of the measurement model was carried out by conducting convergent validity, discriminant validity, and composite reliability tests.

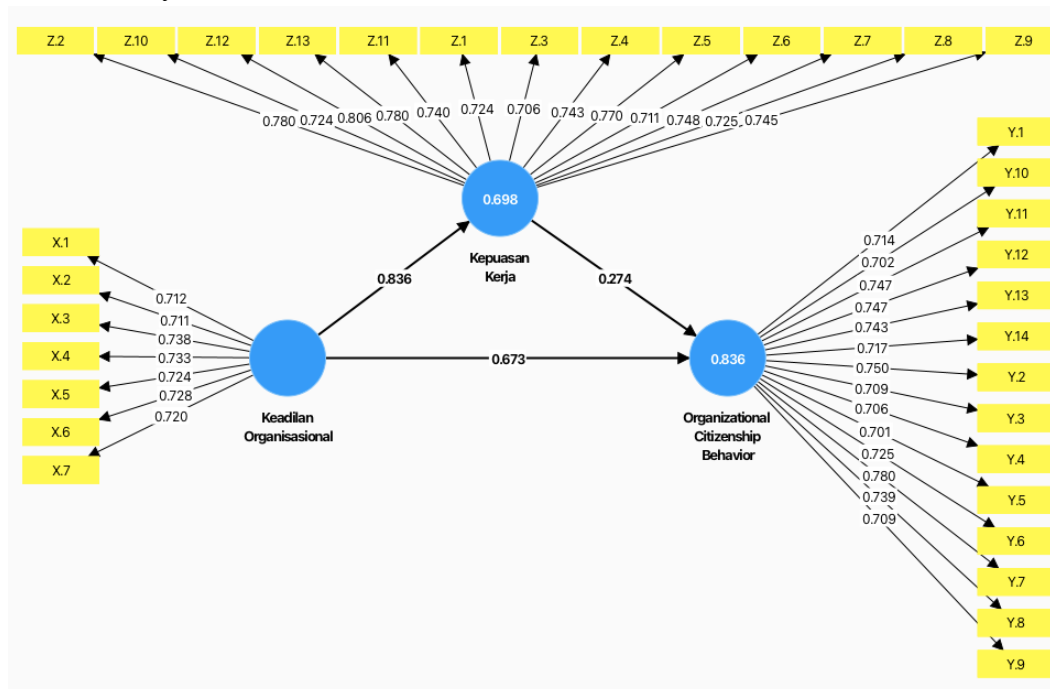


Figure 1. Measurement Model Path Diagram

Source: Appendix 6 Primary Data (processed data), 2025

Convergent Validity

Test convergent validity used to measure correlations between constructs in research models. The indicator is considered to have good convergent validity if the value outer loading factor above 0.7. Test results convergent validity can be seen in Table 1.

Table 1. Test Results *Outer Loadings*

	Original Sample (O)	T Statistics (O/STDEV)	P value
X1.1 <- Organizational Justice	0,712	14,354	0,000
X1.2 <- Organizational Justice	0,711	11,856	0,000
X1.3 <- Organizational Justice	0,738	12,375	0,000
X1.4 <- Organizational Justice	0,733	12,132	0,000
X1.5 <- Organizational Justice	0,724	13,277	0,000
X1.6 <- Organizational Justice	0,728	13,322	0,000
X1.7 <- Organizational Justice	0,720	9,814	0,000
Y1.1 <- Organizational Citizenship Behavior	0,714	10,804	0,000
Y1.2 <- Organizational Citizenship Behavior	0,750	14,156	0,000
Y1.3 <- Organizational Citizenship Behavior	0,709	13,363	0,000
Y1.4 <- Organizational Citizenship Behavior	0,706	9,286	0,000
Y1.5 <- Organizational Citizenship Behavior	0,701	10,140	0,000
Y1.6 <- Organizational Citizenship Behavior	0,725	12,639	0,000
Y1.7 <- Organizational Citizenship Behavior	0,780	17,369	0,000
Y1.8 <- Organizational Citizenship Behavior	0,739	13,421	0,000
Y1.9 <- Organizational Citizenship Behavior	0,709	14,107	0,000
Y1.10 <- Organizational Citizenship Behavior	0,702	8,054	0,000
Y1.11 <- Organizational Citizenship Behavior	0,747	14,329	0,000
Y1.12 <- Organizational Citizenship Behavior	0,747	13,169	0,000
Y1.13 <- Organizational Citizenship Behavior	0,743	16,157	0,000
Y1.14 <- Organizational Citizenship Behavior	0,717	10,461	0,000
Z1.1 <- Job Satisfaction	0,724	12,270	0,000
Z1.2 <- Job Satisfaction	0,780	18,444	0,000
Z1.3 <- Job Satisfaction	0,706	8,377	0,000
Z1.4 <- Job Satisfaction	0,743	11,489	0,000
Z1.5 <- Job Satisfaction	0,770	13,147	0,000
Z1.6 <- Job Satisfaction	0,711	10,426	0,000
Z1.7 <- Job Satisfaction	0,748	13,869	0,000
Z1.8 <- Job Satisfaction	0,725	12,061	0,000
Z1.9 <- Job Satisfaction	0,745	11,492	0,000
Z1.10 <- Job Satisfaction	0,724	12,435	0,000
Z1.11 <- Job Satisfaction	0,740	10,605	0,000
Z1.12 <- Job Satisfaction	0,806	18,503	0,000
Z1.13 <- Job Satisfaction	0,780	15,677	0,000

Source: Appendix 7 Primary Data (processed data), 2025

Table 1 shows that the entire value of outer loadings is above 0.70. The results of this test indicate that the variable indicators in this study are valid because they have met the convergent validity criteria.

Discriminant Validity

The discriminant validity test is carried out through cross loading of measurements with their constructs. Cross loading is used to assess whether constructs have good discriminant validity. The validity of the discriminant is stated to be fulfilled if the cross loading value of each indicator shows the highest value in the original construct compared to the cross loading value of other

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constructs in the model. The results of cross loading of the three variables are presented in Table 2.

Table 2. Test Results Cross Loading

	Organizational Justice	Job Satisfaction	Organizational Citizenship Behavior
X1.1	0,712	0,671	0,682
X1.2	0,711	0,556	0,610
X1.3	0,738	0,610	0,719
X1.4	0,733	0,620	0,605
X1.5	0,724	0,663	0,667
X1.6	0,728	0,481	0,596
X1.7	0,720	0,605	0,669
Y1.1	0,642	0,577	0,714
Y1.2	0,657	0,773	0,750
Y1.3	0,590	0,604	0,709
Y1.4	0,602	0,562	0,706
Y1.5	0,564	0,543	0,701
Y1.6	0,604	0,576	0,725
Y1.7	0,753	0,649	0,780
Y1.8	0,634	0,493	0,739
Y1.9	0,681	0,557	0,709
Y1.10	0,662	0,488	0,702
Y1.11	0,721	0,615	0,747
Y1.12	0,717	0,699	0,747
Y1.13	0,718	0,642	0,743
Y1.14	0,606	0,703	0,717
Z1.1	0,596	0,724	0,577
Z1.2	0,696	0,780	0,730
Z1.3	0,590	0,706	0,567
Z1.4	0,559	0,743	0,560
Z1.5	0,584	0,770	0,611
Z1.6	0,589	0,711	0,545
Z1.7	0,586	0,748	0,584
Z1.8	0,560	0,725	0,569
Z1.9	0,569	0,745	0,556
Z1.10	0,563	0,724	0,580
Z1.11	0,683	0,740	0,682
Z1.12	0,714	0,806	0,713
Z1.13	0,752	0,780	0,763

Source: Appendix 7 Primary Data (processed data), 2025

Table 2 shows that all statement items have the highest cross loading values on the latent variables they measure compared to their correlations with other latent variables. These results indicate that each indicator actually represents a corresponding latent variable and does not have a stronger relationship with the other, thus supporting the discriminatory validity of the model.

Composite Reliability

The reliability between groups of indicators in a construct can be measured by looking at the composite reliability value and strengthened by Cronbach's alpha value. An indicator is

considered reliable if both values, both composite reliability and Cronbach's alpha, are above 0.70. The results of the composite reliability and Cronbach's alpha tests can be seen in Table 3.

Table 3. Test Results Composite Reliability and Cronbach's Alpha

Variabel	Composite Reliability	Cronbach's Alpha	Information
Organizational Justice (X)	0,885	0,849	Reliable
Job Satisfaction (Z)	0,942	0,934	Reliable
Organizational Citizenship Behavior (Y)	0,940	0,932	Reliable

Source: Appendix 7 Primary Data (processed data), 2025

Table 3 shows that the composite reliability value and Cronbach's alpha for all constructs have values greater than 0.70. The test results indicate that this research model has good research construct reliability.

Evaluation of Structural Models (Inner Model)

Structural or inner model evaluation aims to analyze how strong the relationships between latent variables or constructs that have been described in a conceptual framework. The theoretical model that has been developed in a conceptual framework is then drawn in a path diagram that serves to show the relationship between the exogenous and endogenous variables to be tested. The evaluation of the structural model of this study consisted of the R-Square and Q-Square tests.

R-Square Value

Structural models can be measured by looking at the R-Square value of the model which shows how much influence there is between variables in the model. The results of the R-Square test are described in Table 4.

Table 4. R- Test Results R-Square

	R-Square	R-Square Adjusted
Job Satisfaction	0,698	0,695
Organizational Citizenship Behavior	0,836	0,832

Source: Appendix 8 Primary Data (processed data), 2025

Table 4 shows that the R-Square value for the Job Satisfaction variable is 0.698, which means that 69.8 percent of the Job Satisfaction variable can be explained by the Organizational Justice variable, while the remaining 30.2 percent is influenced by other factors outside the research model. The R-Square value for the Organizational Citizenship Behavior variable of 0.836 indicates that 83.6 percent of the Organizational Citizenship Behavior variables can be explained by the variables of Organizational Justice and Job Satisfaction, while the remaining 16.4 percent is influenced by other variables outside this research model.

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Q-Square Value

The model fit test (goodness of fit) was carried out using the Q-Square value. A positive Q-Square value indicates that the model has strong predictive power, while a negative value indicates the model's weak predictive ability. The results of testing the Q-Square value can be done through the following calculations.

$$Q^2 = 1 - [(1 - R^2)(1 - R^2)]$$

$$Q^2 = 1 - [(1 - 0,698)(1 - 0,836)]$$

$$Q^2 = 1 - (0,302)(0,164)$$

$$Q^2 = 1 - 0,050$$

$$Q^2 = 0,950$$

The results of the calculation of the Q-Square value show that this research model has a predictive relevance value of 0.950 or with a percentage of 95 percent. This result means that the research model can be said to be feasible because the diversity of data can be explained by the model by 95 percent. The number 0.950 can be interpreted that the variation in Organizational Citizenship Behavior of 95 percent can be explained by the variation of the variables of Organizational Justice and Job Satisfaction, while the remaining 5 percent is influenced by other factors outside the research model.

Hypothesis testing

Hypothesis testing is carried out by looking at the p-value. If this test obtains a p-value < 0.05 (alpha 5 percent), then the test results are significant. On the other hand, if the p-value ≥ 0.05 (alpha 5 percent), then the test results are insignificant. The results of the path coefficient test on the bootstrapping menu can be seen in Table 5.

Table 5. Test Results Path Coefficient (Partial)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Keadilan Organisasional -> Organizational Citizenship Behavior	0,673	0,666	0,096	7,039	0,000
Organizational Equity - > Job Satisfaction	0,836	0,843	0,039	21,681	0,000
Job Satisfaction -> Organizational Citizenship Behavior	0,274	0,282	0,102	2,684	0,007

Source: Appendix 9 Primary Data (processed data), 2025

The results of the above calculation result in a partial test output which is described as follows.

1) Hypothesis Testing 1 (The Effect of Organizational Justice on Organizational Citizenship Behavior)

The results of the hypothesis test in Table 4 show a p-value of 0.000 (< 0.05), a t-statistical value of 7.039 (> 1.96), and an original sample value of 0.673 (positive), so that H1 is accepted. Therefore, organizational justice has a positive and significant effect on organizational citizenship behavior.

2) Hypothesis Testing 2 (The Effect of Organizational Justice on Job Satisfaction)

The results of the hypothesis test in Table 4.10 show a p-value of 0.000 (< 0.05), a t-statistical value of 21.681 (> 1.96), and the original sample of 0.836 (positive), so that H2 is accepted. Therefore, organizational justice has a positive and significant effect on job satisfaction.

3) Hypothesis Testing 3 (The Effect of Job Satisfaction on Organizational Citizenship Behavior)

The results of the hypothesis test in Table 4.10 show a p-value of 0.007 (< 0.05), a t-statistical value of 2.684 (> 1.96), and an original sample value of 0.274 (positive), so H3 is accepted. Therefore, job satisfaction has a positive and significant effect on organizational citizenship behavior.

Table 6. Test Results Path Coefficient (Mediation Test)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Organizational Justice -> Job Satisfaction -> Organizational Citizenship Behavior	0,229	0,238	0,089	2,566	0,010

Source: Appendix 9 Primary Data (processed data), 2025

The results of the above calculation produce a mediation hypothesis testing output which is described as follows.

1) Testing Hypothesis 4 (The Effect of Organizational Justice on Organizational Citizenship Behavior through Job Satisfaction)

The results of the hypothesis test in Table 6 show a p-value of 0.010 (< 0.05), a t-statistical value of 2.566 (> 1.96), and an original sample value of 0.229 (positive), so that H4 is accepted. Therefore, organizational justice has a positive and significant effect on organizational citizenship behavior through job satisfaction.

The Influence of Organizational Justice on Organizational Citizenship Behavior

The results of the study show that organizational justice has a positive effect on organizational citizenship behavior employees of PT. Pangea Vision. This means that the higher the organizational justice felt by PT. Pangea Vision will then further improve organizational citizenship behavior they. Employees who feel that the organization is treated fairly, whether in terms of award distribution, the establishment of work procedures, interpersonal relationships, and the clarity of information within the organization will be encouraged to take actions that can

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contribute to the overall progress of the organization, even if it goes beyond their written responsibilities.

The results of this study are in line with the research of Rynaldi and Mas'ud (2022) which found that organizational justice has a positive effect on organizational citizenship behavior. This suggests that the better perceived organizational fairness by faculty increases their tendency to show organizational citizenship behavior. The results of this study are also supported by a number of other studies that found similar results regarding the positive relationship between organizational justice and organizational citizenship behavior, as done by Ayalew and Walia (2024); Hendra, Amin, and Setiawati (2022); and Aziz and Mukhlis (2020).

The Influence of Organizational Justice on Job Satisfaction

The results of the study show that organizational fairness has a positive effect on the job satisfaction of employees of PT. Pangea Vision. This means that the higher the organizational justice felt by PT. Pangea Vision will further increase their job satisfaction. Employees who feel that the organization has been treated according to the moral and ethical standards they expect will feel more and more positive feelings about their work.

The results of this study are in line with the research of Tawainella, Madubun, and Bahasoan (2024) which found that organizational justice has a positive effect on the job satisfaction of employees of the Maluku Provincial Regional Civil Service Agency. This shows that the higher the organizational fairness felt by employees, the more job satisfaction they feel. The results of this study are also supported by a number of other studies that found similar results related to the positive relationship between organizational justice and job satisfaction, as done by Asmini et al. (2024); Nurhidayati, Susita, and Sebayang (2021); and Siregar, Syahputra, and Nasution (2020).

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of the study show that job satisfaction has a positive effect on the organizational citizenship behavior of employees of PT. Pangea Vision. This means that the higher the job satisfaction felt by employees of PT. Pangea Vision will further improve their organizational citizenship behavior. Employees who feel satisfied with factors that can make them feel positive values in the workplace, such as compensation received, promotion opportunities, and interpersonal relationships in the work environment, will be encouraged to take on extra roles at work that can support the achievement of effectiveness in the organization as a form of reciprocity.

The results of this study are in line with the research of Hendra, Amin, and Setiawati (2022) who found that job satisfaction has a positive effect on the organizational citizenship behavior of employees of the Tanjung Jabung Regency Regional Financial Institution. This suggests that the better job satisfaction felt by employees increases their tendency to exhibit organizational citizenship behavior. The results of this study are also supported by a number of other studies that found similar results related to the positive relationship between job satisfaction and organizational

citizenship behavior, as done by Amini and Kemal (2021); Aziz and Mukhlis (2020); and Soelton et al. (2020).

The Influence of Organizational Justice on Organizational Citizenship Behavior through Job Satisfaction

The results of the study show that job satisfaction is able to mediate the influence of organizational justice on the organizational citizenship behavior of employees of PT. Pangea Vision. This means that the higher the organizational justice felt by PT. Pangea Vision will increase their job satisfaction which will then result in an increasing organizational citizenship behavior. Employees who feel fair treatment from the organization will feel satisfied with their work and then be encouraged to contribute more by taking actions that go beyond their formal responsibilities for the overall progress of the organization.

The results of this study are in line with the research of Aziz and Mukhlis (2020) which found that job satisfaction mediates the relationship between organizational justice and organizational citizenship behavior of employees of the Aceh Financial Management Agency. This shows that when employees feel high organizational justice, they will feel job satisfaction which then has an impact on their tendency to show increasing organizational citizenship behavior. The results of this study are also supported by a number of other studies that found similar results related to the positive relationship between organizational justice and organizational citizenship behavior through job satisfaction, as done by Ayalew and Walia (2024); Junru and Huang (2019); and Mashi (2018).

CONCLUSION

The findings of this study indicated that organizational justice positively influenced both job satisfaction and organizational citizenship behavior (OCB) among employees of PT. Pangea Vision. Higher perceptions of fairness were associated with increased job satisfaction, which in turn enhanced employees' OCB. Furthermore, job satisfaction was found to positively mediate the relationship between organizational justice and OCB, demonstrating that fairness not only directly impacted employee behavior but also indirectly shaped it through satisfaction. Future research could extend this study by examining other mediating or moderating factors, such as organizational commitment or leadership style, and by applying the model in different service industries or cultural contexts to strengthen the generalizability of the findings.

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