

The Effect of Job Satisfaction on Organizational Citizenship Behavior With Organizational Commitment as A Mediating Variable (A Study on Employees of Kuta I Public Health Center)

Yolanda Kristin Tamu Rambu Mora, Made Surya Putra

Universitas Udayana, Indonesia

Email: yolandakristin2003@gmail.com , madesuryaputra@gmail.com

Abstract

Organizational Citizenship Behavior (OCB) refers to employees' discretionary actions that exceed their formal job responsibilities, often driven by a sense of personal responsibility and fulfillment in contributing to the organization. Individuals displaying OCB typically exhibit constructive behaviors, such as complying with organizational rules, assisting coworkers, and managing their time efficiently. This research investigates the influence of job satisfaction on OCB, with organizational commitment acting as a mediating variable. The study was conducted at Puskesmas Kuta I, involving 92 employees chosen through a saturated sampling technique. Data were gathered using a survey method, employing questionnaires as the primary instrument. The analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The findings reveal that job satisfaction positively influences OCB, enhances organizational commitment, and that organizational commitment itself positively impacts OCB. Furthermore, job satisfaction indirectly affects OCB through its influence on organizational commitment. The study contributes theoretically to the Social Exchange Theory and offers practical recommendations for organizations concerning the enhancement of OCB.

Keywords: organizational citizenship behavior, job satisfaction, organizational commitment

INTRODUCTION

An essential component that is inextricably linked to the organization is human resources (HR). Without human resources, organizations cannot maximize other resources. HR is seen by organizations as a capital or asset that needs to be developed and managed. A company or institution needs competent human resources who can meet the demands and responsibilities of the organization and the greater community in order to achieve its goals (Nurjanah et al., 2020).

As a medical facility, Puskesmas wants to accomplish its objectives. In order to accomplish the objectives of the organization, Puskesmas requires employee volunteerism in helping other employees with their tasks, taking on other employees' workload when it builds up, and performing other tasks associated with the demands of work programs in improving the quality of health. This is known as organizational citizenship behavior (OCB) (Ayuningsih, 2021).

OCB is a voluntary activity that enhances the social and psychological climate of the workplace but is not officially required of employees (Robbins and Judge, 2017: 65). OCB is defined by civic virtue (helping to solve organizational problems), conscientiousness (helping the organization), civility (respecting others), altruism (helping others), and sportsmanship (avoidance of counterproductive behavior) (Biswan, 2019).

This study is being conducted at the Kuta I Health Center because its healthcare professionals must enhance their knowledge, abilities, and work ethics to deliver the best possible care to the population. The Kuta I Health Center is hoping that its staff will be able to assist this by modeling OCB's behavior. But according to the findings of pre-survey interviews with three employees, consists of the Head of the Administration and Management Sub-Division, the Person in Charge of Buildings, Infrastructure, and Equipment, and the Person in Charge of Quality and Technical not all employees can successfully apply OCB in their daily work lives.

Community service, outings, and other socialization events outside of work are examples of organizational association activities that some employees still do not participate in. Employee absences from organizational association events averaged 30%, with 20% citing a variety of reasons and 10% citing no apparent explanation. The OCB factor, civic virtue (prioritizing shared interests), which characterizes how employees behave by participating in organizational activities that are not essential to their jobs, is directly tied to this issue.

The majority of workers have also missed work due to personal reasons. Every day, the typical employee delay rate is between three and five percent. This issue is directly linked to the conscientiousness (seriousness in work) component, which characterizes commitment to work and a strong desire to go above and beyond the organization's formal requirements by adhering to work norms and procedures.

The fact that most workers don't genuinely embrace the new work rules is another issue. When management or system changes necessitate abrupt modifications to long-standing regulations, employees will voice their displeasure. This issue is directly linked to the OCB dimension of sportsmanship (high tolerance), which describes how to tolerate behavior without complaining in less than ideal circumstances. Because of their frequent interactions with patients, Kuta I Health Center staff place a high value on OCB. The Kuta I Health Center's performance and patient services will be enhanced by staff members with strong OCB.

The notion of social exchange serves as the foundation for OCB in workers (Miles, 2012: 277). This concept explains how to maintain equilibrium in the social interactions between employees and organizations. If workers are happy with their jobs, they will respond positively (Konovsky & Pugh, 1994). According to (Mahardika & Wibawa, 2019) the employee's response includes a feeling of belonging to the company, which leads to actions like corporate citizenship behavior. When workers are happy, they will promote the company, assist others, and go above and above in their work (Luthfiya & Putra, 2024). This is consistent with study by Wahyuni and Supartha (2019) which demonstrates that OCB is positively and significantly impacted by job satisfaction (JS). Other research, however, has demonstrated that OCB is not significantly impacted by job satisfaction (Riska & Idrus, 2024; J. M. D. Saputra & Riana, 2021).

Since the results of the aforementioned study are still inconsistent, organizational commitment (OC), a mediation variable, is included. The term "organizational commitment" describes a range of sentiments, attitudes, beliefs, behaviors, and ideas implemented for the organization's benefit that show how attached and committed individuals are to the company (Yalcin et al., 2021). Through the emotional ties that are forged between employees and the organization, social exchange theory have an essential role in fostering OC (Rehman et al., 2022). Employees who are very committed to the firm indirectly create an emotional bond between the company and its employees (Marlina et al., 2020).

High OC encourages people to care about the organization's future and work to steer it in a better direction, which in turn encourages employees to act in an OCB manner (P. E. W. Saputra & Supartha, 2019). This supports the findings of Ismaillah and Prasetyono (2021) study, which

found that organizational commitment significantly and favorably affects OCB. Job satisfaction has a greater indirect impact on OCB when there is OC (Dewi & Suwandana, 2016). According to research by Fitrio et al. (2019) the association between OCB and job satisfaction is mediated by OC.

Previous studies have demonstrated mixed findings regarding the relationship between JS and OCB. Wahyuni and Supartha (2019) found a strong and significant positive influence of JS on OCB, suggesting that satisfied employees are more likely to go beyond formal job expectations. However, contrasting results were reported by Saputra and Riana (2021), who found no significant relationship between JS and OCB, indicating that satisfaction alone may not fully explain discretionary behavior at work. These inconsistencies highlight a research gap in understanding the underlying mechanisms linking job satisfaction to OCB. Recent studies suggest that organizational commitment may act as a mediating variable that strengthens the influence of job satisfaction on OCB (Dewi & Suwandana, 2016; Fitrio et al., 2019). OC reflects the emotional and psychological attachment of employees to the organization, which can translate into voluntary behaviors like OCB. Therefore, this study fills the existing gap by examining the mediating role of OC in the relationship between JS and OCB in the context of public health services. The objective of this research is to provide a more nuanced explanation of how job satisfaction influences OCB through organizational commitment among Kuta I Health Center employees. The findings are expected to contribute theoretically by enriching social exchange theory in the public service domain and practically by informing HR policies that enhance employee commitment and voluntary behavior.

RESEARCH METHOD

This study adopts a causal associative research design using a quantitative approach, aiming to determine the effect or relationship between JS (X), OC (Z), and OCB (Y) among employees at UPTD Puskesmas Kuta I. The method follows Sugiyono's (2019) framework, focusing on statistically measurable data supported by computational techniques, in line with the views of Priadana and Sunarsi (2021). The research was conducted at UPTD Puskesmas Kuta I, located at Jl. Raya Kuta No. 117, Kuta District, Badung Regency, Bali. The data used in this study are both quantitative—in the form of numerical data such as questionnaire tabulations—and qualitative, including narrative responses and expressions obtained through interviews. The primary data sources consist of responses collected directly through surveys and structured interviews with key personnel at the health center, such as the Head of Administration, the Infrastructure Officer, and the Quality and Technical Officer. Meanwhile, secondary data were obtained from relevant documents and previous studies. The data collection methods employed include interviews to identify and explore problems in the early stages of research and surveys using hardcopy questionnaires distributed to civil servant employees of the health center. The research instrument used is a questionnaire designed with a Likert scale, where each statement is rated from 1 (strongly disagree) to 5 (strongly agree), allowing for systematic quantification of perceptions related to the study variables. This instrument enables the researcher to measure and analyze the influence of JS and OC on OCB in a structured and reliable manner.

RESULTS AND DISCUSSION

1) Evaluation of Measurement Model (*Outer Model*)

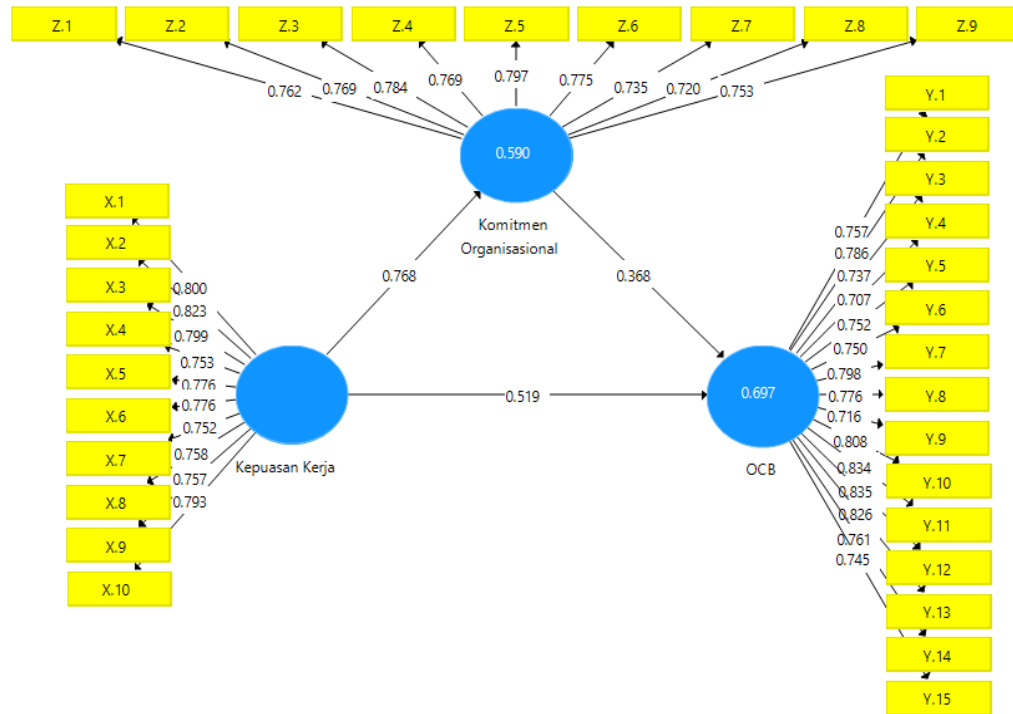


Figure 1 Measurement Model Path Diagram
Source: processed data, 2025

(1) *Convergent Validity*

The study model's constructs' correlation is assessed using the convergent validity test. If the loading factor value is more than 0.7, the indicator is regarded as legitimate.

Table 1. Outer Loadings Test Results

	Original Sample (O)	T Statistics (O/STDEV)	P value
X.1 <- JS	0,800	19,571	0,000
X.2 <- JS	0,823	25,279	0,000
X.3 <- JS	0,799	21,464	0,000
X.4 <- JS	0,753	15,919	0,000
X.5 <- JS	0,776	15,481	0,000
X.6 <- JS	0,776	17,619	0,000
X.7 <- JS	0,752	16,724	0,000
X.8 <- JS	0,758	17,559	0,000
X.9 <- JS	0,757	15,284	0,000
X.10 <- JS	0,793	18,778	0,000
Y.1 <- OCB	0,757	14,915	0,000
Y.2 <- OCB	0,786	17,440	0,000

	Original Sample (O)	T Statistics (O/STDEV)	P value
Y.3 <- OCB	0,737	12,232	0,000
Y.4 <- OCB	0,707	11,912	0,000
Y.5 <- OCB	0,752	16,078	0,000
Y.6 <- OCB	0,750	10,242	0,000
Y.7 <- OCB	0,798	22,898	0,000
Y.8 <- OCB	0,776	19,041	0,000
Y.9 <- OCB	0,716	11,901	0,000
Y.10 <- OCB	0,808	22,973	0,000
Y.11 <- OCB	0,834	26,539	0,000
Y.12 <- OCB	0,835	25,003	0,000
Y.13 <- OCB	0,826	27,764	0,000
Y.14 <- OCB	0,761	17,046	0,000
Y.15 <- OCB	0,745	14,628	0,000
Z.1 <- OC	0,762	19,946	0,000
Z.2 <- OC	0,769	17,658	0,000
Z.3 <- OC	0,784	18,283	0,000
Z.4 <- OC	0,769	14,172	0,000
Z.5 <- OC	0,797	20,505	0,000
Z.6 <- OC	0,775	11,880	0,000
Z.7 <- OC	0,735	13,237	0,000
Z.8 <- OC	0,720	12,871	0,000
Z.9 <- OC	0,753	11,088	0,000

Source: Primary Data (processed data), 2025

The total value of exterior loadings is above 0.70, as Table 1 demonstrates. Therefore, since the variable indicators in this study satisfy the convergent validity requirements, it may be said that they are valid.

(2) Discriminant Validity

Measurements are cross-loaded with their constructs to perform the discriminant validity test. To determine if a construct has excellent discriminant validity, cross loading is performed. If the cross loading value of each indicator in the relevant construct is higher than the cross loading value in other constructs, discriminant validity is deemed to be valid. Table 2 displays the outcomes of the three factors' cross loading.

Table 2. Cross Loading Test Results

	Job Satisfaction	Organizational Commitment	OCB
X.1	0,800	0,700	0,736
X.2	0,823	0,652	0,664
X.3	0,799	0,676	0,647
X.4	0,753	0,569	0,560
X.5	0,776	0,558	0,556

	Job Satisfaction	Organizational Commitment	OCB
X.6	0,776	0,571	0,574
X.7	0,752	0,457	0,532
X.8	0,758	0,480	0,568
X.9	0,757	0,626	0,691
X.10	0,793	0,623	0,653
Y.1	0,677	0,561	0,757
Y.2	0,629	0,560	0,786
Y.3	0,544	0,506	0,737
Y.4	0,519	0,567	0,707
Y.5	0,612	0,586	0,752
Y.6	0,620	0,495	0,750
Y.7	0,635	0,647	0,798
Y.8	0,629	0,647	0,776
Y.9	0,556	0,496	0,716
Y.10	0,687	0,651	0,808
Y.11	0,665	0,622	0,834
Y.12	0,725	0,667	0,835
Y.13	0,626	0,654	0,826
Y.14	0,563	0,633	0,761
Y.15	0,568	0,558	0,745
Z.1	0,693	0,762	0,662
Z.2	0,708	0,769	0,620
Z.3	0,632	0,784	0,645
Z.4	0,506	0,769	0,520
Z.5	0,611	0,797	0,554
Z.6	0,450	0,775	0,550
Z.7	0,633	0,735	0,588
Z.8	0,512	0,720	0,552
Z.9	0,423	0,753	0,520

Source: Primary Data (processed data), 2025

Every statement item has a cross loading value with a latent variable that is greater than its correlation with other latent variables, as Table 2 demonstrates. The discriminating validity of the model is supported by these findings, which demonstrate that each indicator genuinely represents a matching latent variable and does not have a greater association with the other variables.

(3) Composite Reliability

The dependability between the indicator blocks of the construct that comprise it can be measured using the composite reliability value and Cronbach's alpha value. An indicator is considered to have strong composite reliability if both its Cronbach's alpha and composite reliability rating are more than 0.70.

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

Variable	Composite Reliability	Cronbach's Alpha	Information
<i>Organizational Citizenship Behavior (Y)</i>	0,957	0,952	Reliable
Job Satisfaction (X)	0,939	0,928	Reliable
Organizational Commitment (Z)	0,926	0,911	Reliable

Source: Primary Data (processed data), 2025

Table 3 demonstrates that all constructs have Cronbach's alpha and composite reliability values more than 0.70. As a result, the research construct reliability of this model is high.

2) Evaluation of Structural Model (Inner Model)

Analyzing the link between exogenous and endogenous variables that have been explained in a conceptual framework is the goal of structural or inner model evaluation. The R-Square and Q-Square tests were used to assess the study's structural model.

(1) R-Square Value

The R-Square value of a structural model, which indicates the degree of influence between its variables, can be used to gauge its effectiveness. Table 5 provides a description of the R-Square test results.

Table 4. R-Square Test Results

	R Square	R Square Adjusted
Organizational Commitment	0,590	0,586
OCB	0,697	0,690

Source: Primary Data (processed data), 2025

According to Table 4, the organizational commitment variable's R-Square value is 0.590, meaning that the work satisfaction variable accounts for 59% of the organizational commitment variable's explanation, with the remaining 41% being impacted by variables not included in the study model. Additionally, the OCB variable's R-Square value was 0.697, indicating that organizational commitment and job satisfaction accounted for 69.7% of the variable's explanation, with additional factors outside the scope of this study model influencing the remaining 30.3%.

(2) Q-Square Value

The Q-Square value was used in the model fit test (goodness of fit). The model has important forecasting capabilities if the Q-Square value is positive. Conversely, a negative score suggests that the model's capacity for prediction is insufficient. The following computations can be used to determine the Q-Square value test results.

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

$$Q^2 = 1 - [(1-0.590)(1-0.697)]$$

$$Q^2 = 1 - (0.410)(0.303)$$

$$Q^2 = 1 - 0.124$$

$$Q^2 = 0.876$$

According to the above computation's results, the study's Q-Square value indicates that the model's predictive relevance value is 0.876, or 87.6%. Because the model explains 87.6% of the data variety, this finding indicates that the research model is practical. According to the figure of 0.876, differences in organizational commitment and work satisfaction variables account for 87.6% of the variation in OCB, with additional factors outside the research model influencing the remaining 12.4%.

Hypothesis Testing

The p-value is examined in order to conduct hypothesis testing. The test is considered significant if the p-values < 0.05 (alpha 5%). In contrast, it is not significant if the p-values are more than 0.05 (alpha 5%). Table 6 displays the route coefficient test results for the bootstrapping option.

Table 5. Path Coefficient Test Results (Partial)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Job Satisfaction -OCB >	0,519	0,514	0,092	5,617	0,000
Job Satisfaction - > Organizational Commitment	0,768	0,774	0,043	18,002	0,000
Organizational Commitment -OCB >	0,368	0,373	0,098	3,771	0,000

Source: Primary Data (processed data), 2025

A partial test output with the following description was produced based on the preceding computation's results.

- 1) The hypothesis test findings in Table 5 showed that H1 was accepted with a p-value of 0.000 (< 0.05), a t-statistical value of 5.617 (> 1.96), and an original sample value of 0.519 (positive). Therefore, corporate citizenship behavior is significantly positively impacted by job satisfaction.
- 2) 2) The hypothesis test findings in Table 5 showed that H2 was accepted with a p-value of 0.000 (< 0.05), a t-statistical value of 18.002 (> 1.96), and an original sample value of 0.768 (positive). Therefore, organizational commitment is significantly positively impacted by work satisfaction.
- 3) The hypothesis test results in Table 5 showed that H3 was accepted with a p-value of 0.000 (< 0.05), a t-statistical value of 3.771 (> 1.96), and an original sample value of 0.368 (positive). Therefore, organizational citizenship behavior is significantly positively impacted by organizational commitment.

Table 7. Path Coefficient Test Results (Mediation Test)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Job Satisfaction -> Organizational Commitment - OCB >	0,283	0,289	0,080	3,523	0,000

Source: Primary Data (processed data), 2025

The output of the mediation hypothesis test was produced with the following description based on the preceding computation's results.

- 4) The hypothesis test results in Table 7 showed that H4 was accepted with a p-value of 0.000 (< 0.05), a t-statistical value of 3.523 (> 1.96), and an original sample value of 0.283 (positive). Therefore, through organizational commitment, work satisfaction significantly improves organizational citizenship behavior.

Discussion

The Effect of Job Satisfaction on *Organizational Citizenship Behavior*

The findings indicate that JS improves the OCB of staff members at Kuta I Health Center. They. When employees are happy with their jobs, their supervisors' treatment of them, their pay, the promotion process, and their coworkers, they will strive to perform their jobs as best they can and take on extra tasks that will benefit the Health Center.

The findings of this research are consistent with Wahyuni and Supartha (2019) research, which found that employees' organizational citizenship behavior at Dash Hotel Seminyak is positively impacted by JS. This suggests that employees' OCB conduct is influenced by their degree of JS. Employees exhibit stronger OCB when they are more satisfied. Rusmayanti et al. (2022) and Massoud et al. (2020) found that OCB is positively impacted by JS.

Employees who feel valued and satisfied with their jobs will be more motivated to maintain organizational stability and contribute proactively. Behaviors such as showing up on time, sharing knowledge with colleagues, and maintaining the organization's image outside the work environment are tangible forms of OCB that grow out of job satisfaction. In other words, when employees' psychological and emotional needs are met at work, they are encouraged to give positive feedback to the organization.

The Effect of Job Satisfaction on *Organizational Commitment*

The findings indicate that Kuta I Health Center employees' OCB is positively impacted by JS. When workers are happy, they will be more dedicated to the company and want to stay and contribute to its successes.

The findings of this study are consistent with research by Kurniawan and Hidayanti (2021) which found that employees' OC at the Yogyakarta Batik Craft Center is positively impacted by job satisfaction. Based on the study's findings, it can be said that organizational commitment increases with employee JS. Research by Talukder (2019) and Nurjanah et al. (2020) also revealed similar findings, indicating that OC is positively impacted by work satisfaction.

The Effect of *Organizational Commitment* on *Organizational Citizenship Behavior*

The findings reveal that Kuta I Health Center employees' organizational citizenship conduct is positively impacted by organizational commitment. Workers with strong moral, financial, and emotional ties will perform well at work and go above and beyond the call of duty to assist the company.

Additionally, employees who feel emotionally attached and have a sense of responsibility to the organization will tend to take proactive actions such as helping colleagues, supporting management policies, and maintaining the organization's reputation. In other words, the higher the employee's commitment to the organization, the more likely they are to demonstrate work behavior that exceeds expectations, as a form of loyalty and dedication.

This findings supported Aisyah (2020) research, which found that OC positively influences the OCB of employees at STMIK Indonesia Padang. The study's findings support the notion that OCB increases with employee organizational engagement at STMIK Indonesia Padang. Research by Prasetyo et al. (2017) and Ayuningsih (2021) also showed similar findings, indicating that organizational commitment positively influences OCB.

The Effect of Job Satisfaction on *Organizational Citizenship Behavior* through Organizational Commitment

The findings demonstrate that Kuta I Puskesmas employees' OCB and JS can be mediated by OC. Because they are more dedicated to their company, workers who are very satisfied with their jobs are more likely to go above and above the call of duty. This means that job satisfaction increases employees' commitment to the organization, which in turn encourages them to exhibit OCB behaviors, such as helping colleagues, being loyal to organizational policies, and maintaining harmony in the work environment. In other words, job satisfaction creates a sense of emotional attachment and responsibility, which is then manifested in concrete actions that support productivity and solidarity in the workplace.

These findings reinforce the importance of building work systems that foster satisfaction and commitment simultaneously. Organizations that want to sustainably increase OCB need to ensure that employees feel valued, listened to, and have opportunities for growth. When job satisfaction is reinforced by a genuine commitment to the organization, positive behaviors that support common goals will grow naturally and consistently. Thus, the mediating role of OC is key in optimizing the influence of JS on constructive OCB.

Study by Fitri et al. (2019) states that JS has a favorable impact on OCB through the OC. According to the study's findings, instructors who are more satisfied with their jobs are more likely to be committed to the organization, which in turn influences better organizational citizenship behavior. Additionally, research by Dewi and Suwandana (2016) and Fitri et al. (2021) produced similar findings.

Implications of Research Results

Theoretical implications

The study's findings have successfully demonstrated that the relationship between OCB, JS, and OC can be explained by Social Exchange Theory. In the context of organizational behavior, social exchange theory describes how an organization treats its employees will impact their attitudes and actions. According to the study's findings, contented workers will be highly committed to the company and care about its future, which will be shown in OCB's actions, such as praising the company, lending a hand to coworkers, and going above and beyond the call of duty. To put it another way, workers believe that they must return the favor by making more efforts that advance the company in exchange for the fulfillment and assistance they receive.

Practical Implications

In order to boost employee efficiency, the UPTD Kuta I Health Center can use the research's findings as input. The study's findings have the following practical ramifications.

- 1) This study demonstrates that the habit indicator, which consistently arrives on time, has the lowest average value among the corporate citizenship behavior variables. This suggests that not all workers consistently arrive on time, particularly when encountering roadblocks. Attendance delays might cause problems for the Kuta I Health Center, which puts a strain on other staff members. Delays in work can also affect client satisfaction and damage the

company's reputation. Delays that occur frequently might lower an organization's overall performance quality.

- 2) This study demonstrates that the indicator of satisfaction with benefits and equitable advancement possibilities has the lowest average score among the job satisfaction variable. The score is lower than the other components of satisfaction, even though it falls under the high criterion. This demonstrates that there is still opportunity for enhancement in the areas of equitable advancement chances and employee perks to raise the level of job satisfaction among Kuta I Health Center staff members. Employee happiness is demonstrated by their favorable remarks about the company, assistance to coworkers, and going above and beyond what is expected of them.
- 3) This study demonstrates that the indication of possible disturbance in personal life upon leaving the organization has the lowest average value among the organizational commitment variables. This suggests a low level of emotional and financial tie to the Kuta I Health Center since not all of its employees believe that quitting the company will significantly affect their personal life. Employee loyalty may be reduced and they may be more receptive to employment possibilities elsewhere if they believe that quitting the company will not have a major impact on their career. Employee turnover intention, or their propensity to leave the company, may rise as a result. This goal may result in a rise in actual turnover, which could affect the organization's stability and efficacy by creating openings, raising hiring expenses, and interfering with seamless operations.

CONCLUSION

According to the study's findings, Kuta I Health Center employees' OCB and OC are both greatly improved by job satisfaction. Stronger organizational commitment is strongly linked to higher job satisfaction, and this, in turn, results in higher OCB. Additionally, the results show that OC acts as a mediating factor, enhancing the indirect relationship between OCB and work satisfaction. These findings highlight how crucial it is to create a happy and fulfilling workplace in order to encourage employees to engage in volunteer activities outside of their designated responsibilities. To better understand the mechanisms driving OCB, future study should look at other factors such employee engagement, workplace culture, and leadership style as possible moderators or mediators.

REFERENCES

- Aisyah, H. (2020). The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB): A Case Study on STMIK Indonesia Padang Employees. *Journal of Enterprise and Development*, 2(1), 13–21.
- Ayuningsih, A. M. (2021). Work Engagement, Organizational Commitment, and Organizational Citizenship Behavior in Puskesmas Employees. *Journal of Psychology*, 14(1), 88–101.
- Dewi, N. L. P. Y. A., & Suwandana, I. G. M. (2016). The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a Mediation Variable. *E-Journal of Management*, 5(9), 5643–5670.
- Fitri, V. C., Purwana, D., & Saptono, A. (2021). The Effect of Job Satisfaction, Career Development on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable in PERURI Employees. *Journal of E-Bis (Economics-Business)*, 5(1), 31–44.
- Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The Effect of Job Satisfaction to Organizational Citizenship Behavior (OCB) Mediated by Organizational Commitment. *International Journal of Scientific Research and Management*, 7(9), 1300–1310.
- Ismailah, R. R., & Prasetyono, H. (2021). The Effect of Job Satisfaction and Organizational Commitment on Employee Organizational Citizenship Behavior (OCB). *Socio-Economist*, 13(2), 129–137.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship Behavior and Social Exchange. *Academy of Management Journal*, 37(3), 656–669.
- Luthfiya, H., & Putra, M. S. (2024). The Effect of Perceived Organizational Support on Organizational Citizenship Behavior with Job Satisfaction as a Mediation Variable. *E-Journal of Management*, 13(6), 1048–1068.
- Mahardika, I. N. B., & Wibawa, I. M. A. (2019). The Influence of Organizational Culture, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior. *E-Journal of Management*, 8(1), 7340–7370.
- Marlina, E., Wulandari, N., & Ramashar, W. (2020). The Role of Organizational Citizenship Behavior on the Influence of Organizational Culture and Organizational Commitment on SKK Migas Employee Performance. *Muhammadiyah Riau Accounting and Business Journal*, 2(1), Sec. 127--137.
- Massoud, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating Organizational Citizenship Behavior by Applying Organizational Commitment and Satisfaction. *International Journal of Social Science and Economic Review*, 2(2), 20–27.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The Influence of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior (OCB) in The Inspectorate General of The Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1–12.
- Riska, M., & Idrus, I. (2024). The Effect of Job Satisfaction, Organizational Commitment and Reward on Organizational Citizenship Behavior (OCB) in Parepare City BPS Employees. *DECISION: Journal of Economics and Business*, 5(1), 144–150.
- Rusmayanti, P. A., Martini, N. N. P., & Qomariah, N. (2022). The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance. *International Journal of Business and Management Invention*, 11(1), 21–29.
- Saputra, J. M. D., & Riana, I. G. (2021). The Effect of Job Satisfaction on Organizational Commitment and Organizational Citizenship Behavior. *Journal of Multidisciplinary*

- Academics*, 5(1), 15–19.
- Saputra, P. E. W., & Supartha, I. W. G. (2019). The Influence of Organizational Culture and Organizational Support on OCB is Mediated by Organizational Commitment. *E-Journal of Management*, 8(12), 7134–7153.
- Sugiyono. (2019). *Quantitative, Qualitative, and R\&D Research Methods*. Alfabeta.
- Talukder, A. K. M. M. H. (2019). Supervisor Support and Organizational Commitment: The Role of Work-Family Conflict, Job Satisfaction, and Work-Life Balance. *Journal of Employment Counseling*, 56(3), 98–116.
- Wahyuni, N. P. D. E., & Supartha, I. W. G. (2019). The Influence of Organizational Justice, Organizational Commitment, and Job Satisfaction on Organizational Citizenship Behavior (OCB). *E-Journal of Management*, 8(10), 6079–6098.
- Yalcin, S., Akan, D., & Yildirim, I. (2021). Investigation of the Organizational Commitment and Psychological Well-being Levels of Academicians. *International Journal of Research in Education and Science*, 7(2), 525–544.