

The Influence of Job Satisfaction and Organizational Commitment On Job Performance Through Organizational Citizen Behavior (OCB) As A Mediator Variable (Study at Insan Permata Hospital)

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Abstract.

The dynamic nature of the international business environment requires organizations to possess a high capacity for adaptation in response to increasingly intense global competition. Organizational success is no longer determined solely by the availability of adequate physical facilities and infrastructure but is also highly dependent on the quality and optimization of employee performance. Therefore, strategic and comprehensive human resource management is essential for establishing and sustaining competitive advantage. Furthermore, the achievement of organizational objectives is strongly influenced by employees' effectiveness in performing their formal duties as well as their willingness to demonstrate extra-role behavior. This study aims to examine the effects of job satisfaction and organizational commitment on employee performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable. The study involved 43 employees as respondents, with the sample limited to employees at the staff or clerical level up to manager. Additional information was obtained through a focus group discussion with the Human Resources Manager. The results indicate that job satisfaction has a positive but insignificant effect on employee performance, while organizational commitment also has a positive but insignificant effect on employee performance. In contrast, Organizational Citizenship Behavior has a significant effect on employee performance. Furthermore, job satisfaction has a significant indirect effect on employee performance through OCB as a mediating variable. Similarly, organizational commitment has a significant indirect effect on employee performance through OCB. These findings suggest that OCB plays an important role in strengthening the relationship between job satisfaction, organizational commitment, and employee performance.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance and Organizational Behavior.

I. INTRODUCTION

Human resources are one of the strategic assets of an organization, as organizational success is determined not only by technology, capital, and facilities, but also by employees' ability to perform organizational functions effectively. Previous research findings indicate that the quality of human resources is closely related to organizational success, given that employees serve as the primary drivers of various organizational activities. Thus, human resources play a crucial role in determining both the success and failure of an organization in achieving its established objectives (Lie, Loist, et al., 2022). From a human resource management perspective, employee performance is not solely determined by the ability to complete formal job tasks, but is also influenced by attitudes and behaviours that contribute to a positive organizational environment. Employees with high levels of job satisfaction and strong organizational commitment are more likely to exhibit positive behaviours, such as assisting colleagues, maintaining good interpersonal relationships, adhering to organizational rules, and contributing beyond formal job requirements.

A company's competitive advantage is largely dependent on the quality and performance of its employees (Heryyanto, 2022). Therefore, employee performance needs to be systematically assessed to determine the extent to which employees have achieved the expected performance standards. A pleasant work environment can be created when employees are able to effectively utilize their skills and competencies. Job satisfaction encompasses employees' overall emotional responses toward their work and can generate positive feelings and energy that influence their work experience (Arijanto et al., 2022; Mubarkah et al., 2024).

Organizational Citizenship Behavior (OCB) refers to voluntary individual behaviour undertaken to support organizational objectives beyond employees' formal job responsibilities, without expecting direct

rewards or recognition in return (Wahyu Eko Pujiyanto, 2024). OCB represents discretionary behavior that is not explicitly included in employees' formal duties but contributes to organizational effectiveness. In the present study, OCB is conceptualized through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Job satisfaction also remains closely associated with organizational behaviour. Hermanto, Srimulyani, and Pitoyo (2024) found that quality of work life and organizational commitment are positively associated with OCB. Improvements in employees' quality of work life and organizational commitment can therefore strengthen OCB. These findings suggest that positive attitudes toward both work and the organization constitute an important mechanism through which employees develop and demonstrate extra-role behaviours.

Fadillah et al. (2025) stated that employee performance is a critical determinant of service quality and organizational competitiveness, particularly amid internal challenges such as high workloads, miscommunication, and health-related issues that may reduce productivity. Employee performance is closely associated with organizational behaviors, including cooperation, mutual support, knowledge sharing, and efficient time management. Such behaviors, particularly employees' willingness to assist colleagues in achieving organizational goals, contribute to performance and are referred to as Organizational Citizenship Behavior (OCB) (Arina & Heru, 2022).

II. LITERATURE REVIEW

Job Satisfaction

Job satisfaction refers to employees' positive feelings toward their work (Fitriya & Kustini, 2022). Robbins and Judge (2015) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Employees with high job satisfaction tend to have positive attitudes toward their work, whereas those with low satisfaction are more likely to experience negative feelings. Employee performance refers to the quality and quantity of work achieved in fulfilling assigned responsibilities (Logan, 2021) and is generally assessed based on organizational objectives and relevant performance indicators.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behaviour (OCB) refers to voluntary employee behaviours that extend beyond formal job responsibilities and contribute to organizational performance, efficiency, and effectiveness (Destari & Suwandi, 2023). OCB includes voluntary actions such as assisting colleagues, complying with organizational norms and procedures, and taking on additional responsibilities without being formally required to do so (Adhadi et al., 2022). As part of organizational behaviour, OCB reflects employees' positive contributions that support organizational goals (Charli & Mahzumi, 2023). Such extra-role behaviours can strengthen organizational effectiveness by encouraging employees to contribute beyond the scope of their formal duties (Lukito, 2020).

Employee Performance

Performance reflects the work quality and productivity of an employee in carrying out their duties. According to Saputra and Rahmat (2024), performance is measured by target achievement within a specific period according to established standards, encompassing aspects of quality, quantity, timeliness, and work discipline. Setyorini et al. (2021) add that performance also reflects the extent to which employees contribute to achieving organizational vision and mission. Factors such as individual ability, organizational support, and personal effort influence performance levels. Good performance is not only essential for meeting corporate demands in terms of efficiency and productivity, but is also crucial for overall organizational sustainability.

Employees typically work optimally when they experience job satisfaction that aligns with their expectations (Rivaldo, 2021). Therefore, the higher the level of employee job satisfaction, the higher their performance. Several research findings regarding the effect of employee job satisfaction on performance prove that job satisfaction has a positive and significant impact on employee performance. Consequently, the higher the employee job satisfaction—measured by indicators such as job characteristics, salary, promotion opportunities, supervision, and co-worker support—the higher their performance for the organization (Goetz & Wald, 2022).

Organizational Commitment

Organizational commitment reflects an employee's psychological and emotional attachment to the company, demonstrated through loyalty, willingness to contribute, and the desire to remain within the organization. Badrianto and Astuti (2023) emphasize that commitment is sincere and stems from within the individual. Research by Arestia (2022) and Rosid and Darajat (2022) shows that organizational commitment correlates positively with increased employee performance and job satisfaction. Essentially, organizational commitment is a psychological condition that motivates employees to provide optimal contributions to achieve company goals, where a high level of dedication directly impacts productivity and organizational success. According to Faishol and Priyono (2023) it can be defined as an employee's loyal attitude toward the company.

III. REVIEW PREVIOUS RESEARCH RESULTS

The Effect of Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behaviour (OCB) has a positive and significant effect on improving employee performance. Employees who exhibit voluntary behaviours, such as helping co-workers, taking initiative beyond core duties, and contributing actively to team progress, have been proven to enhance their work quality. This research finding aligns with previous studies, such as Rista et al. (2023), which also found a positive relationship between OCB and employee performance. One of the factors influencing employee performance is Organizational Citizenship Behavior (OCB). According to Neessen et al. (2021), OCB refers to work behaviors where employees voluntarily perform tasks outside of their established job descriptions to improve organizational performance. OCB is also used to describe employees who are voluntarily willing to carry out positive activities beyond their workload for the sake of the organization to help achieve organizational goals. According to Saputra et al. (2021), organizations whose employees possess strong OCB can operate more productively than those with low OCB. Individually, the higher an employee's OCB, the better their performance in helping achieve organizational goals.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant effect on employee performance, where high commitment is reflected in employee loyalty, discipline, and attachment to the company. This finding aligns with the research of Rista et al. (2023), Arestia (2022), and Badrianto and Astuti (2023), which state that organizational commitment improves performance through intrinsic motivation—namely, self-driven encouragement, loyalty or the desire to stay, and emotional attachment. Other research regarding organizational commitment mediated by OCB shows a positive and significant effect on employee performance (Wahyudi et al., 2022), which contrasts with Sitio (2021), who found no effect of organizational commitment on employee performance through OCB mediation.

The Effect of Organizational Citizenship Behavior on Organizational Commitment

The analysis results prove that Organizational Citizenship Behaviour (OCB) has a positive and significant effect on organizational commitment, meaning that the higher the voluntary behaviour and care employees show toward their work and co-workers, the higher their loyalty and attachment to the company. This research aligns with the study by Tanjung and Prayekti (2022), which states that OCB can enhance organizational commitment through the creation of harmonious working relationships and a positive work culture.

Conceptual Framework

The conceptual / conceptual framework in this study has four variables, namely: Job Satisfaction (X1), Organization Commitment (X2) on Job Performance (Y) with Organizational Citizenship Behavior (OCB) (Z).

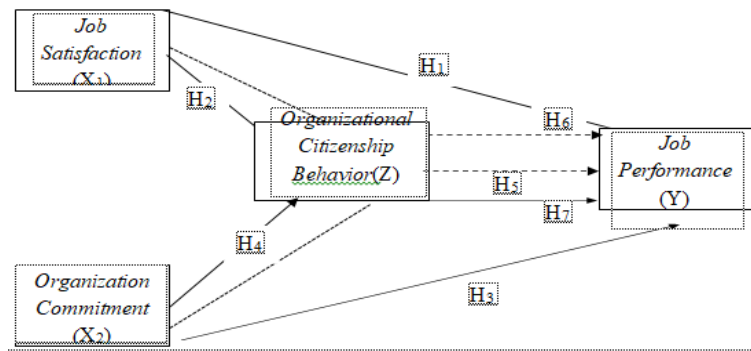


Fig 1. Conceptual Framework

Fig 1. Conceptual Framework

Hypothesis

H1: There is an influence between Job Satisfaction on Job Performance at Insan Permata Hospital.

H2: There is an influence between Job satisfaction on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H3: There is an influence between the Organization Commitment to Job Performance at Insan Permata Hospital.

H4: There is an influence between Organization Commitment to Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H5: There is an influence between Organizational Citizenship Behaviour (OCB) on the Performededi Job of Insan Permata Hospital.

H6: There is an influence between Job Satisfaction on Job Performance mediated by Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H7: There is an influence between Organization Commitment to Job Performance which is mediated by Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

IV. RESEARCHMETHODOS

This research aims to test the hypothesis (hypotehseis testing) on the influence of Job Satisfaction, Organization Commitment on Job Performance with Organizational Citizenship Behavior (OCB) as a mediating variable. In this research the sample used was 43 respondents with position levels from the clerk to the department head. Questionnaires distributed to respondents used a Likert scale of 1 to 5. The data sources in this research used primary and secondary data.

Research Testing Instruments

The accuracy and consistency of the results of the study are largely determined by the measuring instruments used. In producing accurate and consistent data, this study uses two types of testing, namely validity testing (test of validity) and reliability testing (test of reliability), which in the testing was carried out with the help of Statistical Package for the Social Sciences software.

Validity test

Validity is a measure that can show the validity of an instrument. Instruments can be said to be valid if it has a high level of validity, the instrument can be said to be invalid if it has a low validity level (Arikunto, 2010). The criteria used as a limit in the validity test are r count greater than 0.30 ($> 0,30$) (Iskandar, 2010).

Table 1: Job Satisfaction Validity Test Results

No	Statement item	r Table	r Count	Information
1.	I have a friendly and friendly co-worker	0,30	0,670	Valid
2.	My social needs to interact can be fulfilled	0,30	0,726	Valid
3.	I have a good relationship with my boss	0,30	0,668	Valid
4.	The salary and benefits I receive are in accordance with the work I do	0,30	0,538	Valid

5.	My work space, makes me comfortable at work	0,30	0,538	<i>Valid</i>
6.	My boss is always wise and can give instructions clearly	0,30	0,620	<i>Valid</i>
7.	I like my work, because it suits my interests	0,30	0,635	<i>Valid</i>
8.	I try to do work with full responsibility	0,30	0,520	<i>Valid</i>
9.	My work allows me to develop a career	0,30	0,660	<i>Valid</i>

Source: Primary data, processed 2026

Table 2: Validity Test Results of Organization Commitment

No	Statement item	r Table	r Count	Information
1.	I feel proud to be part of this organization / company	0,30	0,710	<i>Valid</i>
2.	I feel happy when I spend the rest of my career in this organization / company	0,30	0,739	<i>Valid</i>
3.	I feel heavy when I leave this organization / company even though I really want to	0,30	0,765	<i>Valid</i>
4.	I still work in this organization / company because it is a necessity	0,30	0,590	<i>Valid</i>
5.	I feel that this organization / company has contributed a lot to my life	0,30	0,635	<i>Valid</i>

Source: Primary data, processed 2026

Table 3: Validity Test Results of Organizational Citizenship Behavior (OCB)

No	Statement item	r Table	r Count	Information
1.	I am willing to help do the work of friends who do not work	0,30	0,650	<i>Valid</i>
2.	I am willing to help ease the work of my overload (overworked) colleague	0,30	0,630	<i>Valid</i>
3.	I am willing to volunteer to do something without being asked	0,30	0,550	<i>Valid</i>
4.	I try to do the best for the organization / company	0,30	0,680	<i>Valid</i>
5.	I always try to finish the job on time	0,30	0,720	<i>Valid</i>
6.	I always think positively about the policies set by the organization /	0,30	0,690	<i>Valid</i>
Company				
7.	I always try to comply with all regulations set by the organization / company	0,30	0,750	<i>Valid</i>
8.	I always maintain good relations with fellow company employees	0,30	0,820	<i>Valid</i>
9.	I follow developments and changes that occur within the organization / company	0,30	0,728	<i>Valid</i>
10.	I don't complain when I have to work late	0,30	0,710	<i>Valid</i>
11.	I am happy to accept all organizational / company policies even though they are not as expected	0,30	0,650	<i>Valid</i>

Table 4: Test Results for Job Performance Validity

No	Statement Item	r Table	r Count	Information
1.	I realize the importance of accuracy in doing work	0,30	0,605	Valid
2.	I do a job with a calculation, careful and thorough	0,30	0,665	Valid
3.	I am able and understand the routine tasks that are done every day	0,30	0,680	Valid
4.	I can fulfill the targets and assignments given	0,30	0,680	Valid
5.	In doing a job, I will not procrastinate and can complete the work according to the target time	0,30	0,795	Valid
6.	I look for other alternatives, if I have difficulty completing work	0,30	0,755	Valid
7.	I am proactive in finding new ways of working so that work becomes more effective	0,30	0,750	Valid
8.	I obey all work rules and procedures	0,30	0,740	Valid
9.	I am able to handle emergency situations in carrying out work	0,30	0,710	Valid
10.	In my work, I do not depend on others	0,30	0,630	Valid

Reliability Test

According to Ghozali (2011) reliability test is a measuring instrument used to measure a questionnaire which is indicators of a variable. The variable can be said to be reliable if the Cronbach Alpha value is greater than 0.60 (> 0.60).

Table 5: Reliability Test Results

No	Variable	Number of Item Items	Cronbach's Alpha	Information
1.	Job Satisfaction	9	0,878	Reliable
2.	Organization Commitment	5	0,870	Reliable
3.	Organizational Citizenship Behavior (OCB)	11	0,915	Reliable
4.	Job Performance	10	0,910	Reliable

Source: Primary data, processed 2026

V. RESULTS AND DISCUSSION

Testing data on the hypothesis in this study using Structural Equation Modeling (SEM) with the help of Partial Least Square (PLS) 4.0 software. The purpose of hypothesis testing is to find out whether the tested hypothesis is accepted or rejected. This can be assessed by looking at the t-value of each hypothesis test result. The threshold for t-value is 1.96 which is equivalent to error tolerance (α) of 5% for acceptance and rejection of the hypothesis. If $t > 1.96$ then there is a significant effect between the variable x and variable y. In this study, the authors used Partial Least Square (PLS) 2.0 software to test the research hypothesis.

Table 6: Hypothesis Test Results

Hypothesis	Independent Variables	Dependent Variables	B	T-Value	Critical Value	Information
H1	Job Satisfaction	→ Job Performance	0,025	0,360	$> 1,96$	H1 rejected
H2	Job satisfaction	→ Organizational Citizenship Behavior (OCB)	0,560	6,525	$> 1,96$	H2 accepted

H3	Organization Commitment	→	Job Performance	0,045	0,615	> 1,96	H3 rejected
H4	Organization Commitment	→	Organizational Citizenship Behavior (OCB)	0,315	3,070	> 1,96	H4 accepted
H5	Organizational Citizenship Behavior (OCB)	→	Job Performance	0,892	17,641	> 1,96	H5 accepted
H6	Job Satisfaction	→	Organizational Citizenship Behavior(OCB) → Job Performance	0,532	6,214	> 1,96	H6 accepted
H7	Organization Commitment	→	Organizational Citizenship Behavior(OCB) → Job Performance	0,315	3,655	> 1,96	H7 accepted

H1: The test results on the parameter coefficient between Job Satisfaction and Job Performance show a positive relationship with a coefficient value of 0.025 which means that if Job Satisfaction increases it will increase Job Performance as well. The result of t-value is 0.360 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is below the critical value of 1.96 so, Ho1 is accepted and Ha1 is rejected, even though there is an effect given by Job Satisfaction on Job Performance but the effect given is not significant.

H2: The test results on the parameter coefficient between Job Satisfaction and Organizational Citizenship Behavior (OCB) show a positive relationship with a coefficient of 0.560 which means that if Job Satisfaction increases it will increase Organizational Citizenship Behavior (OCB) as well. The result of t-value is 6.525 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The t-value is above the critical value of 1.96, then Ho2 is rejected and Ha2 is accepted.

H3: The test results on the parameter coefficient between the Organization Commitment and Job Performance show a positive relationship with a coefficient of 0.045, which means that if the Organization Commitment increases, Job Performance will also increase. The result of t-value is 0.615 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is below the critical value of 1.96 so, Ho3 is accepted and Ha3 is rejected, even though there is influence given by the Organization Commitment to Job Performance but the influence given is not significant.

H4: The results of the parameter coefficient test between Organization Commitments towards Organizational Citizenship Behavior (OCB) show a positive relationship with a value of 0.315 which means that if the Organization Commitment increases it will increase Organizational Citizenship Behavior (OCB) as well. The result of t-value is 3.070 and significant at $\alpha = 0.05$ (t table of significance 5% = 1.96).

H5: The result of the parameter coefficient test between Organizational Citizenship Behavior (OCB) on Job Performance shows a positive relationship with a value of 0.892, which means that if Organizational Citizenship Behavior (OCB) increases, Job Performance will also increase. The result of t-value is 17,641 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The t-value results are above the critical value, then Ho5 is rejected and Ha5 is accepted.

H6: The parameter coefficient test between Job Satisfaction on Job Performance and Organizational Citizenship Behavior (OCB) as a mediating variable shows a positive relationship with a coefficient of 0.532 which means that if Job Satisfaction increases the Organizational Citizenship Behavior (OCB) will increase and will increase Job Performance. The result of t-value is 6.214 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is above the critical value of 1.96 so, Ho6 is rejected and Ha6

is accepted.

H7: The parameter coefficient test results between Organization Commitment to Job Performance and Organizational Citizenship Behavior (OCB) as a mediating variable shows a positive relationship, with a coefficient of 0.315 which means that if the Organizational Commitment increases, the Organizational Citizenship Behavior (OCB) will increase Job Performance. The result of t-value is 3.655 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is above the critical value of 1.96 so, H_0 is rejected and H_a is accepted.

VI. CONCLUSION

Based on the results of the data that have been analyzed and processed using SPSS above, it can be concluded as follows: (1) Job Satisfaction has an influence but is not significant towards Job Performance at Insan Permata Hospital; (2) Job Satisfaction has a significant influence on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital; (3) The Organization Commitment has an influence but is not significant towards Job Performance at Insan Permata Hospital; (4) Organizational Commitment has a significant influence on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital; (5) Organizational Citizenship Behavior (OCB) has a significant influence on Job Performance at Insan Permata Hospital; (6) Job Satisfaction has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB) at Insan Permata Hospital; (7) Organization Commitment has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

VII. IMPLICATIONS

Based on the results of the above conclusions, some managerial implications can be taken as follows: (1) Organizational Commitments can affect Job Performance for Insan Permata Hospital, therefore organizations must be able to increase the organizational commitment of their employees by providing training and development so that their employees have the skills to do their tasks well, and also establish good communication so that there is no secret between employees and their organizations; (2). Job Satisfaction can have an influence on the Job Performance of employees, therefore Insan Permata Hospital must be able to improve Job Satisfaction by creating a conducive work environment so that positive feelings arise that can make employees feel satisfied; (3) Organizational Citizenship Behavior (OCB) is a factor that greatly affects Job Performance at Insan Permata Hospital both directly and indirectly in this study, to improve Organizational Citizenship Behavior (OCB) can be done by increasing Organization Commitment and Job Satisfaction.

VIII. SUGGESTION

Based on the conclusions and limitations expressed by the researcher, they can provide suggestions for the next research, including: (1). Add the number of samples in order to describe the condition of the company as a whole, (2). Conduct research on Job Performance by entering other variables such as work motivation or leadership style variables, and (3). Further research can be done at other banks or in different business companies so that the results can be used as a comparison factor about the causes of Job Performance in Hospital and other business industries in Indonesia.

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