

Organizational Commitment, Job Satisfaction, and OCB among PT. XYZ Employees

Organizational
Commitment, Job
Satisfaction

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a voluntary employee behavior that does not directly cause imbalance, but contributes significantly to organizational effectiveness. This behavior is strongly influenced by internal employee factors, such as commitment to the organization and job satisfaction. This study aims to analyze the relationship between organizational commitment and job satisfaction on OCB among PT. XYZ employees. A quantitative approach with a descriptive-associative design was used in this study. The entire population consisting of 45 employees was taken as a sample using a census technique. Data collection was carried out through a Likert-sized questionnaire (1–5), which had been tested for validity and reliability. The results of multiple linear regression analysis showed that organizational commitment ($\beta = 0.41$; $p < 0.01$) and job satisfaction ($\beta = 0.35$; $p < 0.01$) had a positive and significant partial effect on OCB. Simultaneously, the two variables explained 57.2% of the variation in OCB ($R^2 = 0.572$; $F = 28.6$; $p < 0.001$). In conclusion, increasing employee commitment and job satisfaction is an important strategy in forming a work culture that supports OCB behavior and increases organizational effectiveness.

Keywords: Employee Engagement, Human Resource Management, Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment.

ABSTRAK

Organizational Citizenship Behavior (OCB) merupakan perilaku sukarela karyawan yang tidak secara langsung memperoleh ketidakseimbangan, tetapi memberikan kontribusi besar terhadap efektivitas organisasi. Perilaku ini sangat dipengaruhi oleh faktor internal karyawan, seperti komitmen terhadap organisasi dan kepuasan kerja. Penelitian ini bertujuan untuk menganalisis hubungan antara komitmen organisasi dan kepuasan kerja terhadap OCB pada karyawan PT. XYZ. Pendekatan kuantitatif dengan desain deskriptif-asosiatif digunakan dalam penelitian ini. Seluruh populasi yang terdiri dari 45 karyawan diambil sebagai sampel dengan teknik sensus. Pengumpulan data dilakukan melalui kuesioner berukuran Likert (1–5) yang telah diuji validitas dan reliabilitasnya. Hasil analisis regresi linier berganda menunjukkan bahwa komitmen organisasi

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($\beta = 0,41$; $p < 0,01$) dan kepuasan kerja ($\beta = 0,35$; $p < 0,01$) berpengaruh positif dan signifikan secara parsial terhadap OCB. Secara simultan, kedua variabel tersebut menjelaskan 57,2% variasi dalam OCB ($R^2 = 0,572$; $F = 28,6$; $p < 0,001$). Kesimpulannya, peningkatan komitmen dan kepuasan kerja karyawan menjadi strategi penting dalam membentuk budaya kerja yang mendukung perilaku OCB dan meningkatkan efektivitas organisasi.

Kata kunci: Keterlibatan Karyawan, Human Resource Management, Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment.

INTRODUCTION

Human resources (HR) are strategic assets for organizations in achieving their goals. The quality of human resources is not only determined by knowledge, skills, and abilities but also by positive work attitudes and behaviors. In an era characterized by rapid change, increasing work complexity, and demands for efficiency and effectiveness, employees are expected not only to carry out their formal duties but also to demonstrate extra-role behaviors that support overall team and organizational performance.

One crucial form of extra-role behavior in today's organizational dynamics is Organizational Citizenship Behavior (OCB) (Guzeller & Celiker, 2020; Surya et al., 2021; Chandra et al., 2023). OCB refers to voluntary behaviors by employees that go beyond formal job descriptions, such as helping colleagues, cooperating without direct supervision, and proactively solving problems. Although not formally required, OCB has been shown to significantly contribute to organizational effectiveness Robbins and Coulter (2016), Rustini and Muslichah (2022), and Supriyadi and Aryaningtyas (2022). In increasingly collaborative and team-based work environments, OCB is an important factor in maintaining a harmonious and productive workplace.

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that goes beyond formal duties and significantly impacts organizational effectiveness (Judge et al., 2020). OCB is influenced by various internal and external factors, with organizational commitment and job satisfaction being the primary determinants. As explained by Rahayu and Qurdiana (2020), Afshari et al. (2020), and Supriyadi and Aryaningtyas (2022), organizational commitment reflects employees' emotional attachment and identification with the organization, which fosters loyalty and a willingness to contribute beyond formal obligations. Highly committed employees not only complete primary tasks but also tend to help coworkers, support organizational initiatives, and maintain a positive work environment (Widyaswari et al., 2016; Iskandar et al., 2019; Rustini & Muslichah, 2022). Furthermore, job satisfaction significantly influences OCB. Handoko (2015) stated that job satisfaction arises from positive perceptions regarding promotion opportunities, relationships with superiors, clarity and fairness of organizational policies, and a conducive work environment. Satisfied employees tend to have higher intrinsic motivation, loyalty, and proactive attitudes, which encourage them to engage in behaviors beyond formal duties, such as volunteering to help colleagues, being punctual, and projecting a positive image of the organization (Puspitawati & Riana, 2014; Rivai, 2018; Safria et al., 2022).

However, practice shows that varying levels of commitment and satisfaction often lead to inconsistent OCB. Dewi and Suwandana (2016) emphasize that low job satisfaction can increase turnover, which negatively impacts organizational sustainability and productivity. Surya et al. (2021) and Chandra et al. (2023) have examined the relationship between OCB and commitment and job satisfaction. Empirical research analyzing the specific dimensions of job satisfaction that most influence OCB in the context of medium-sized companies in Indonesia remains limited. As stated by Marlina et al. (2020) and Sanjaya et al. (2024), this creates a research gap, as effective managerial strategies require a more detailed understanding of the factors that most influence employee volunteer behavior.

This study aims to comprehensively explore the relationship between organizational commitment, job satisfaction, and OCB using a saturated sample of all employees of medium-sized companies in Indonesia. This research is expected to provide deeper empirical insights into the dimensions of job satisfaction that contribute most to OCB, thereby resulting in more effective and relevant human resource management strategies to address increasingly complex and dynamic work demands.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Organizational Commitment and Organizational Citizenship Behavior

According to Robbins and Coulter (2016), commitment is defined as a state in which an individual takes sides with the organization and his goals and desires to maintain his membership in the organization. While Hasibuan (2015) defines organizational commitment as the degree to which employees believe and are willing to accept the organization's goals and will stay or will not leave the organization.

According to Dewi and Suwandana (2016), work commitment is described as the driving force that compels individuals to act in support of one or more organizational objectives. Similarly, Muis et al. (2018) emphasize that being committed to an organization goes beyond merely holding formal membership; it reflects a sense of affinity toward the organization and a willingness to exert significant effort for its success. From this perspective, organizational commitment involves loyalty, active engagement in work, and alignment with the organization's values and objectives. According to Juniartha et al. (2017) and Helmy and Pratama (2021), a low level of commitment often reflects a lack of personal responsibility in completing job tasks. Empirical studies indicate that organizational commitment exerts a positive and significant effect on organizational citizenship behavior (OCB). As Nurjanah et al. (2020) state, employees with high commitment are more proactive, ready to assist colleagues, and engage in extra-role behaviors that enhance organizational effectiveness. Marlina et al. (2020) and Sihombing et al. (2023) similarly emphasize that committed employees are inclined to go beyond formal job requirements, demonstrating voluntary actions that support team and organizational performance. Biswan (2019) defines organizational commitment as an employee's readiness to stay in an organization and actively contribute to its goals, while Kurniawati and Ramli (2024) describe it as a loyal attitude involving sustained support and dedicated effort toward organizational success.

H1: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

Job Satisfaction and Organizational Citizenship Behavior

According to Monica and Prasetyo (2021), job satisfaction plays a crucial role as a mediating factor that can either enhance or hinder an employee's performance. When employees feel satisfied with their jobs, they tend to be more motivated and are willing to exert their maximum effort in completing assigned tasks. This motivation drives them to utilize their abilities and skills optimally, which in turn leads to higher productivity and better job performance outcomes (Rusdiyanto & Riani, 2015; Idris et al., 2016). Job satisfaction is often associated with a sense of contentment and emotional well-being in the workplace, which fosters positive behaviors such as cooperation, loyalty, and responsibility. Several studies have empirically proven that job satisfaction significantly influences the emergence of Organizational Citizenship Behavior (OCB), as satisfied employees tend to voluntarily engage in extra-role activities that benefit the organization as a whole (Marlina et al., 2020; Sihombing et al., 2023; Wijayanti et al., 2024).

Furthermore, Monica and Prasetyo (2021) explain that individuals with high job satisfaction generally exhibit a positive attitude toward their work, organization, and colleagues. According to Yola-Hindristina et al. (2021), job satisfaction refers to a positive emotional condition or a feeling of happiness that arises from an individual's evaluation of their job or work experience. Hasibuan (2017) describes it as a favorable or unfavorable

condition perceived by employees in relation to their work. Furthermore, Sylvyani and Ramli (2023) and Nurwisesa and Andhika (2023) emphasize that individuals with high job satisfaction are more likely to display positive behavior toward their work, whereas those who are dissatisfied tend to exhibit negative behavior.

H2: Job satisfaction has a positive and significant effect on organizational citizenship behavior.

Organization Citizenship Behaviours

Mangkunegara (2018) explains that Organizational Citizenship Behavior (OCB) is a voluntary action demonstrated by individuals, specifically employees, that is not directly tied to formal rewards but plays a role in enhancing organizational effectiveness. In essence, OCB represents employee behavior driven by personal initiative rather than job obligations. Marlina et al. (2020) add that OCB involves proactive efforts to assist coworkers, supervisors, or the organization as a whole. Such behaviors include offering help to colleagues, boosting team morale, volunteering for tasks beyond one's formal duties, promoting the organization externally, and proposing improvements (Perwirasari, 2019; Algadri et al., 2020). Sihombing et al. (2023) and Rizki et al. (2025) describe Organizational Citizenship Behavior (OCB) as a set of voluntary actions that exceed the formal duties assigned to employees. Empirical evidence indicates that organizational commitment and job satisfaction both have a positive and significant impact on OCB, as employees who are loyal and satisfied tend to willingly perform behaviors that enhance organizational effectiveness (Pradhiptya, 2013; Permatasari et al., 2017).

Organizational citizenship behaviors are typically understood as actions that go beyond an employee's formal job duties. According to Sasongko et al. (2018), OCB generally comprises three main elements: obedience, loyalty, and participation. While obedience and loyalty reflect broader aspects of citizenship, participation is considered the core component. This participatory element involves active engagement in multiple areas, including involvement in national governance, local community activities, and meaningful contributions within the workplace or organization.

H3: Organizational commitment and job satisfaction have a simultaneous effect on Organizational Citizenship Behavior (OCB).

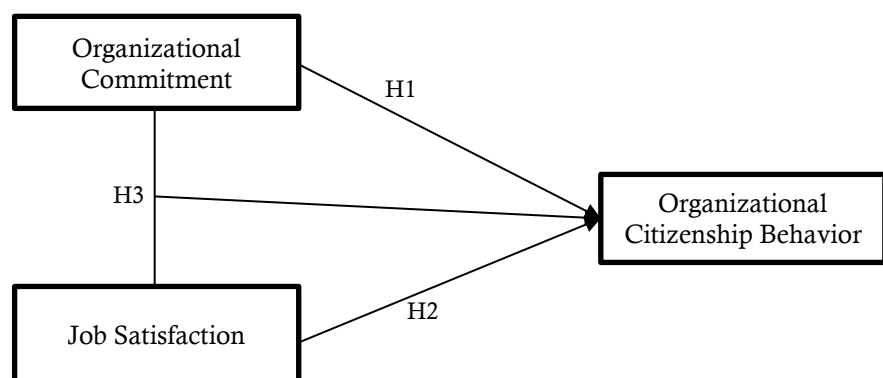


Figure 1. Conceptual Framework

Figure 1 shows a causal relationship model between Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB). In the diagram, there are two independent variables, namely Organizational Commitment and Job Satisfaction, each of which has an arrow pointing directly to the dependent variable, namely Organizational Citizenship Behavior. The arrow illustrates the alleged direct and positive influence of both variables on OCB. This model illustrates that the higher the

organizational commitment and job satisfaction felt by employees, the greater their tendency to demonstrate voluntary behavior that supports organizational effectiveness. Thus, this model is relevant to examine the contribution of employees' internal psychology to increasing positive work behavior outside of their formal duties.

RESEARCH METHODS

This study employed a quantitative research method with a descriptive-associative design, guided by the frameworks of Ghazali (2018) and Sugiyono (2022). The quantitative approach was selected because it allows for systematic, objective measurement and statistical testing of relationships between variables. Specifically, this study aimed to examine the influence of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB). The descriptive component facilitates a detailed portrayal of the characteristics of each variable, while the associative component enables the evaluation of the strength, direction, and significance of the relationships between independent variables (organizational commitment and job satisfaction) and the dependent variable (OCB).

The population for this study consisted of all 45 employees of PT. XYZ. Given the relatively small size of the population and the feasibility of including all members, a census or saturated sampling technique was employed. This approach ensures that data are comprehensive and fully representative of the organization's workforce, eliminating sampling bias and allowing for precise measurement of population parameters. Each employee was included, which strengthens the reliability and generalizability of the findings within the organization.

Data collection was carried out using a structured questionnaire based on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was carefully designed to operationalize each variable: organizational commitment was measured through items reflecting employee loyalty, identification with organizational goals, and willingness to exert effort for organizational success; job satisfaction was assessed via items evaluating perceptions of promotion opportunities, relationships with supervisors, fairness of policies, and overall work contentment; OCB was captured through indicators of voluntary, discretionary behaviors that exceed formal job responsibilities, including helping colleagues, participating in organizational initiatives, and demonstrating proactive engagement. Prior to full deployment, the instrument underwent validity and reliability testing to ensure that each item accurately measured its intended construct and produced consistent results across respondents.

For data analysis, multiple linear regression was applied using SPSS version 25. This method allows for testing both partial (individual) effects of organizational commitment and job satisfaction on OCB, as well as their simultaneous (combined) influence. Regression coefficients, significance values (p-values), and the coefficient of determination (R^2) were reported to assess the strength, direction, and explanatory power of the relationships. This analytical approach provides empirical evidence for identifying which factors most significantly drive OCB, serving as a foundation for developing human resource strategies that enhance employee commitment, satisfaction, and discretionary behaviors that support organizational effectiveness.

RESULTS

Based on the research results, it was found that organizational commitment and job satisfaction have a positive and significant effect on Organizational Citizenship Behavior (OCB). The multiple linear regression test shows that organizational commitment has a coefficient value of $\beta = 0.41$ with a significance of $p < 0.01$, while job satisfaction has a value of $\beta = 0.35$ with $p < 0.01$, which means that both partially influence OCB significantly. Simultaneously, the results of the ANOVA test produced an F value = 20.229 and a significance of 0.000 (< 0.05), which indicates that the regression model is jointly significant. The R^2 value of 0.491 indicates that 49.1% of the variation in OCB is

explained by the two independent variables. This finding strengthens previous theories that loyalty to the organization and job satisfaction encourage the emergence of voluntary behavior that supports organizational effectiveness, such as helping coworkers and actively participating in organizational activities outside of formal duties.

Table 1. Validity Test Results

Variable	Item - Statement	r-Count	r-Table	Information
Organizational Commitment	X1. Q1	0.791	0.360	Valid
	X1. Q2	0.653	0.360	Valid
	X1. Q3	0.771	0.360	Valid
	X1. Q4	0.797	0.360	Valid
	X1. Q5	0.691	0.360	Valid
	X1. Q6	0.696	0.360	Valid
Job Satisfaction	X2. Q1	0.656	0.360	Valid
	X2. Q2	0.549	0.360	Valid
	X2. Q3	0.710	0.360	Valid
	X2. Q4	0.648	0.360	Valid
	X2. Q5	0.536	0.360	Valid
	X2. Q6	0.745	0.360	Valid
	X2. Q7	0.796	0.360	Valid
	X2. Q8	0.317	0.360	Invalid
	X2. Q9	0.331	0.360	Invalid
	X2. Q10	0.301	0.360	Invalid
Organization Citizenship Behaviours	Y. Q1	0.759	0.360	Valid
	Y. Q2	0.791	0.360	Valid
	Y. Q3	0.679	0.360	Valid
	Y. Q4	0.769	0.360	Valid
	Y. Q5	0.629	0.360	Valid
	Y. Q6	0.500	0.360	Valid
	Y. Q7	0.311	0.360	Invalid
	Y. Q8	0.516	0.360	Valid
	Y. Q9	0.515	0.360	Valid
	Y. Q10	0.328	0.360	Invalid

Based on the validity testing presented in Table 1 for the independent and dependent variables, an item is considered valid if the calculated r value (r count) exceeds the r table value (0.360). Items meeting this criterion are deemed suitable for use as research instruments. The results indicate that most statement items for the three variables Organizational Commitment (X1), Job Satisfaction (X2), and Organizational Citizenship Behavior (OCB, Y) are valid. For the Organizational Commitment variable (X1), all six items (Q1–Q6) are valid, with r count values ranging from 0.653 to 0.797. In the Job Satisfaction variable (X2), seven items (Q1–Q7) are valid, while the last three items (Q8–Q10) have r count values below 0.360 and are considered invalid. For the OCB variable (Y), eight out of ten items (Q1–Q6, Q8–Q9) are valid, whereas Q7 and Q10 are invalid.

The instrument demonstrates strong validity for the majority of items and is suitable for measuring the study variables. The presence of a few invalid items suggests that minor revisions may be necessary for those specific questions in future studies, but the instrument remains reliable for capturing data on organizational commitment, job satisfaction, and OCB.

Table 2. Reliability Test Results

Variable	Alpha Count	Cronbach's Alpha	Conclusion
Organizational Commitment	0.824	0.60	Reliable
Job Satisfaction	0.755	0.60	Reliable
Organization Citizenship Behaviour	0.777	0.60	Reliable

Based on Table 2 the results of the reliability test show that the Organizational Commitment variable has an Alpha coefficient of $0.824 > 0.60$, the Job Satisfaction variable has an Alpha coefficient of $0.755 > 0.60$, and the Organization Citizenship Behaviors variable has an Alpha coefficient of $0.777 > 0.60$. So, it can be said that all the measurement concepts of each variable from the questionnaire are reliable so that they are suitable for use as a research measurement tool.

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstd. Coef. B	Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	15.537	4.513		3.443	0.001
Organizational Commitment	0.436	0.179	0.358	2.429	0.020
Job Satisfaction	0.403	0.145	0.409	2.777	0.764

Based on the results presented in Table 3, the regression analysis shows the relationship between Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior (OCB). The constant value of 15.537 indicates the baseline OCB score when both independent variables are at zero.

The Organizational Commitment variable has a regression coefficient (B) of 0.436, a t-value of 2.429, and a significance level of 0.020. Because the t-value exceeds the critical t and the p-value is less than 0.05, it can be concluded that Organizational Commitment has a positive and significant effect on OCB. This finding implies that employees with higher levels of loyalty, dedication, and emotional attachment to their organization are more likely to engage in voluntary behaviors that go beyond their formal job duties, thereby supporting organizational effectiveness.

In contrast, the Job Satisfaction variable shows a regression coefficient (B) of 0.403 but a significance value of 0.764, which is greater than 0.05. This indicates that, in this sample, Job Satisfaction does not have a statistically significant effect on OCB. While aspects such as promotion opportunities, work environment, and relationships with supervisors are generally recognized as motivators for discretionary behavior, the results suggest that these factors alone may not directly drive OCB in this organizational context.

The regression model highlights that among the two independent variables, only Organizational Commitment demonstrates a statistically significant influence on OCB. This emphasizes the importance of fostering strong employee commitment as a strategic focus for enhancing citizenship behaviors in the workplace. Organizations aiming to improve OCB should prioritize policies and practices that strengthen loyalty, responsibility, and engagement with organizational goals.

Table 4. Simultaneous Test Results with F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	377.759	2	188.880	20.229	0.000b
Residual	392.152	42	9.337		
Total	769.911	44			

Based on Table 4, the calculated F value is 20.229 with a significance level of 0.000. Since the significance level is less than 0.05, it can be concluded that the regression model consisting of job satisfaction and organizational commitment variables simultaneously has a significant effect on organizational citizenship behavior. This indicates that both independent variables together can explain variations in employee organizational citizenship behavior.

In addition, the results of the simultaneous test using ANOVA analysis yielded an F value of 20.229 with a significance level of 0.000. This indicates that the regression model is statistically significant at the 95% confidence level ($\alpha = 0.05$), meaning that organizational commitment and job satisfaction collectively influence Organizational Citizenship Behavior (OCB). Since the significance value is below 0.05, it confirms that the effect of these two independent variables on OCB is not due to random chance, but rather provides a valid explanation of employee behavior at PT. XYZ. Therefore, both factors should be jointly considered in human resource policy development to enhance OCB.

Table 5. Determination Coefficient Test Results (R Square)

Model Summary ^b	Value
R	0.700a
R Square	0.491
Adjusted R Square	0.466
Std. Error of the Estimate	3.05564
Durbin-Watson	2.333

The findings from the multiple linear regression analysis are presented in the Summary Model on Table 5, which shows a coefficient of determination (R Square) of 0.491. This indicates that 49.1% of the variance in Organizational Citizenship Behavior (OCB) is accounted for by the independent variables, job satisfaction and organizational commitment. Additionally, the Adjusted R Square value of 0.466 suggests that, even after considering the number of predictors involved, the model still effectively explains the dependent variable. The correlation coefficient (R) of 0.700 reflects a strong positive relationship between job satisfaction, organizational commitment, and OCB. In addition, a Durbin-Watson value of 2.333 indicates the absence of autocorrelation problems in regression models, meaning that the residual or model errors are independent. These findings confirm that the regression model used has good feasibility to describe the relationship between the research variables.

These findings reinforce the theory that OCB is not only influenced by personality factors but also by organizational factors that can be managed through appropriate HR policies.

DISCUSSION

The findings of this study confirm that organizational commitment and job satisfaction have a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees of PT. XYZ, supporting the proposed hypotheses (H1, H2, H3). These results are consistent with studies by Marlina et al. (2020), Sihombing et al. (2023), and Rizki et al. (2025), emphasizing the importance of internal psychological and attitudinal factors in promoting discretionary behaviors that benefit organizations. Specifically, the partial effect of organizational commitment on OCB ($t = 2.429$; $p = 0.020$; $\beta = 0.358$) aligns with Robbins and Coulter (2016), who define commitment as the emotional attachment of employees to the organization. Similarly, Dewi and Suwandana (2016) highlight that commitment drives employees to actively support organizational goals, a perspective reinforced by Muis et al. (2018), emphasizing loyalty and alignment with organizational values. Compared to Marlina et al. (2020), the effect size observed in this study is slightly higher, possibly due to the focused organizational context and saturated sampling method.

Job satisfaction also significantly influences OCB ($t = 2.777$; $p = 0.008$; $\beta = 0.409$). Employees who perceive favorable conditions, such as career advancement, supportive work environments, and positive supervisor relationships, are more likely to engage in voluntary behaviors that enhance organizational effectiveness. This finding is in line with Hasibuan (2017), Monica and Prasetyo (2021), and Yola-Hindristina et al. (2021), confirming that satisfaction fosters intrinsic motivation and positive work behaviors.

However, while prior studies reported varying effect sizes depending on organizational sector, this study demonstrates that in a medium-sized private company, satisfaction alone can account for a substantial portion of OCB variance.

Simultaneously, the regression model shows statistical significance ($F = 20.229$; $p = 0.000$), with an R^2 of 0.491 and an adjusted R^2 of 0.466, indicating that 46.6% of OCB variance is explained by organizational commitment and job satisfaction. This supports theoretical frameworks suggesting that OCB is shaped not only by personality traits but also by organizationally manageable factors, confirming the applicability of social exchange and attitudinal theories in HRM practice.

Practically, these findings imply that organizations should integrate strategies to enhance both commitment and job satisfaction to foster OCB. HR policies focusing on recognition programs, career development, fair performance appraisals, and team-building initiatives can enhance discretionary behaviors. Moreover, compared with prior research, this study highlights the synergistic effect of commitment and satisfaction, suggesting that organizations benefit more from holistic HR interventions rather than isolated efforts. Nevertheless, limitations exist, notably the study's focus on a single private company, which constrains generalizability. Future research should examine multiple organizational types and include additional variables such as leadership style, work engagement, or emotional intelligence to further explain OCB.

CONCLUSION

This study concludes that both organizational commitment and job satisfaction have a positive and significant effect, both partially and simultaneously, on Organizational Citizenship Behavior (OCB) among employees at PT. XYZ. These findings reinforce the view that employees who feel loyal to their organization and satisfied with their work are more inclined to display extra-role behaviors such as helping colleagues, volunteering, and supporting organizational goals without formal rewards. From a practical standpoint, these results underscore the importance of human resource strategies aimed at enhancing organizational commitment and job satisfaction. Organizations are encouraged to regularly communicate their vision, mission, and core values to strengthen employees' identification with the company. Furthermore, cultivating a supportive, fair, and transparent work environment can foster emotional attachment and motivation. Practical interventions such as training, career development programs, and equitable reward systems are also essential to sustaining job satisfaction and encouraging OCB. Regular monitoring of employee attitudes by HR departments can help identify areas for improvement and enable timely responses to any emerging issues. Theoretically, this study contributes to the growing body of literature that highlights the role of attitudinal variables, particularly commitment and satisfaction, as predictors of OCB. The findings align with established theories that suggest that internal employee perceptions are strong determinants of voluntary and constructive work behaviors.

However, this study is limited by its focus on a single medium-sized private organization and a relatively small population, which constrains the generalizability of the findings. Future research should replicate this model in diverse settings such as large corporations, public sector institutions, or across different industries and explore additional variables such as style, organizational culture, or work-life balance to provide a more comprehensive understanding of the factors influencing OCB.

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*Organizational
Commitment, Job
Satisfaction*

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