

Does Organizational Commitment Mediate the Effect of Job Satisfaction on OCB of Palm Company Employees?

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ABSTRACT

The purpose of this study was to determine the effect of job satisfaction on organizational citizenship behavior (OCB) through employee's organizational commitment at the PT. Sajang Heulang-KKPA3 Estate. This study used a quantitative approach. The respondents of this study were 73 employees. The sampling technique used was a proportionate stratified random sampling. The data collection technique used a questionnaire spread to 73 employees. The data collected was processed using structural equation modelling (SEM) analysis techniques with the application of SmartPLS Version 3.0. The results showed that there was a significant direct effect of job satisfaction on OCB; there was a significant direct effect of job satisfaction on organizational commitment; there was a significant direct effect of organizational commitment on OCB and Organizational Commitment partially mediated the effect of job satisfaction on OCB.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB).

INTRODUCTION

Data from the Directorate General of Plantations of the Indonesian Ministry of Agriculture states that the expansion of oil palm land has been increasing since 2017 until now. Through Minister of Agriculture Decree No. 833/2019 the area covered by oil palm in Indonesia reached 16.38 million tons. Oil palm land that continues to expand affects the national palm oil productivity. This can be seen from the world's largest palm oil productivity of 49.7 million tons in 2021, which has increased by 2.9 percent from 2019 which amounted to 48.3 million tons. The increasing area of oil palm plantations in Indonesia is supported by great potential, such as the availability of land and labor (*ditjenbun. pertanian*, 2021).

The increasing expansion of oil palm land in Indonesia can result in a high need for and availability of superior human resources. Hidayat and Mariana (2016) state that the oil palm plantation sector in South Kalimantan is a leading non-oil and gas sector. This

sector is also a leading sector to absorb labor. According to Soetrisno (2009:2), high quality human resources are needed by an organization. Human resources play an active role in managing an organization (Hasibuan, 2005). In order to achieve its goals, the organization needs human resources that have maximum efficiency, such as being able to do more than just formal tasks and provide a maximum role beyond what is expected. Organizations expect their human resources not only to focus on in-role behavior but also to be able to have extra-role behavior or Organizational Citizenship Behavior (OCB).

OCB can be said to be discretionary behavior or not recognized directly as a formal job requirement, but its existence as a whole can increase organizational effectiveness (Luthans, 2006). OCB can also be said as employee behavior that exceeds the strictness against it. Employees who have OCB behavior will be happy to help co-workers, are willing to do extra tasks beyond their job description, and comply with workplace rules and procedures.

Organ, Podsakoff & MacKenzie (1988:7) divides OCB into five dimensions namely *altruism*, *civic virtue*, *sportmanship*, *courtesy*, dan *conscientiousness*. The altruism dimension is the

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voluntary behavior of an employee in helping his co-workers. The civic virtue dimension is the behavior of employees who are always responsible for solving problems that arise and always participate in maintaining the organization. The sportsmanship dimension is the positive behavior of an employee who does not complain in carrying out his actions towards the organization even though it is in less than ideal conditions. The courtesy dimension is the behavior of employees who always maintain good relations with co-workers to avoid interpersonal conflicts that occur within the organization. The last dimension, conscientiousness, is employee behavior beyond what is expected by the organization, such as arriving early and being willing to do tasks that are not the responsibility of the employee.

PT. Sajang Heulang – KKPA3 Estate is a private company engaged in oil palm plantations and has a working area in the South Kalimantan region, especially in Tanah Bumbu Regency. The area of the company's oil palm plantations is 3,012 hectares. In managing oil palm plantations PT. Sajang Heulang-KKPA3 Estate has a scheme called KKPA (Kredit Koperasi Primer Anggota - Primary Member Cooperative Credit) where the KKPA scheme is a cooperative scheme to develop smallholder oil palm plantations which will later be managed by the company. This form of cooperation will provide benefits to local farmers in the form of dividends and can also be recruited as company employees with a salary that is in accordance with the provincial minimum wage, benefits and premiums.

Employees play an important role in the implementation of the company's operational activities, because employees are responsible for the company's activities, namely managing oil palm plantations to produce superior fresh fruit bunches of oil palm. The company needs to find the right way to develop existing human resources in order to drive the company's progress and achieve company goals. One of the factors that companies can consider is growing employee OCB, so that they will be willing to work beyond the requirements of their core job.

The problems occurred in this company are: 1) There are still employees who are not responsible for their work by being absent from work and not coming

to work without explanation every month (civic virtue issues); 2) There are some employees who has intention to leave their work at PT. Sajang Heulang-KKPA3 Estate (sportsmanship issues); 3) There are several employees who violate company regulations (conscientiousness issues); 4) Employees are not willing to help colleagues in completing work (altruism issues).

There are several factors that can affect the growth of employee OCB including job satisfaction, organizational commitment, leadership style, organizational culture, organizational climate and so on (Wirawan, 2014). Salehi and Gholtash (2011: 310) argue that the factors that influence the growth of OCB are job satisfaction and organizational commitment.

The study results conducted by Fitrio, Afriansyah, Utami, & Yaspita (2019) and Dewi & Suwandhana (2016) show that there is a positive and significant effect of job satisfaction on OCB, there is a positive and significant effect of organizational commitment on OCB. OCB and organizational commitment mediate the effect of job satisfaction on OCB in a positive and significant way. Contrary to the results of previous research, Ferdus & Kabir (2018) concluded that there is a significant positive effect of job satisfaction on OCB, and there is a significant negative effect of organizational commitment on OCB.

Based on the phenomenon of the problems and research gaps above, the researcher is interested in reviewing the mediating role of Organizational Commitment on the effect of Job Satisfaction on the OCB of employees of the Palm Oil Company PT. Sajang Heulang - KKPA Plantation3.

THEORETICAL BACKGROUND

Job Satisfaction

According to Luthans (2006: 243), job satisfaction is a person's positive feelings or pleasant things that result from an assessment of a job or work experience. Robins & Judge (2008:46) stated that job satisfaction is a positive feeling about work, resulting from an evaluation of job dimensions. Someone with a high level of job satisfaction will have a positive feeling towards his job, and vice versa. According to Soetrisno (2019: 74), job satisfaction is an employee's attitude towards work related to employee

collaboration situations, rewards received at work, and matters related to physical and psychological factors.

Based on the definition above, it can be concluded that job satisfaction is an attitude shown by employees in assessing their work. The employee willingness to carry out his work highly depend on the level of satisfaction. Employees who get a high level of job satisfaction will certainly show a positive attitude towards their work, and vice versa.

Organizational Commitment

According to Robins and Judge (2014: 26), organizational commitment is a level where an employee identifies an organization as a goal and hopes to remain a member of the organization. Moorhead and Griffin (2013:26) argue that organizational commitment is an identification and attachment of a person to an organization. A committed employee will see himself or herself as a true member and ignore the lack of dissatisfaction they feel. Schermerhorn (2007:25), explains that organizational commitment is a level of loyalty of an employee to the organization. Employees who have high organizational commitment feel proud to be members of the organization.

Based on some of these opinions, it can be concluded that organizational commitment is a form of attitude and loyalty of an employee to the organization which is shown by their willingness to stay in the organization, helping the organization achieve its goals and having no intention to leave the organization.

Organizational Citizenship Behavior (OCB)

OCB is a contribution from an employee beyond the demands of his job role. OCB will involve a variety of behaviors, such as helping co-workers, volunteering for extra tasks, and complying with workplace rules and procedures (Titisari, 2019). Luthans (2006:14) states that OCB is discretionary behavior, not directly recognized as a formal job requirement, but as a whole can improve organizational effectiveness functions.

Organ, Podsakoff & MacKenzie (1988: 5) defines OCB as independent individual behavior, not as a requirement that must be carried out in a particular job description, or can be referred to as behavior that is an individual's personal desire. Robbins & Judge (2015: 19) defines OCB as the behavior of employees who are free to determine anything that is not part of their

formal job description, but always contributes to the psychological and social environment of the workplace.

Based on the explanation above, it can be concluded that OCB is an awareness behavior of employees to behave socially and have voluntary behavior to work beyond what is expected to increase the effectiveness of the organization's function.

The Effect of Job Satisfaction on OCB

Job satisfaction is an important factor in a company and is one of the determinants of the emergence of employee OCB (Robbins & Judge, 2015). This has been proven by studies conducted by Illie (2014), Prasetyo & Lurturan (2015), Ferdus & Kabir (2018), and Sahyoni & Supartha (2020) which found that job satisfaction has a positive and significant effect on OCB. Then, we can conclude that OCB appears when employees obtain high job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction is the result of employees' perceptions to their job dimensions (Luthans & Freds, 2006). According to Mathis (2006:99) people who are relatively satisfied with their jobs will be more committed to the organization.

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Previous studies conducted by Dewi & Suwandhana (2016) and Gunastri, Handayani & Astakoni (2019) concluded that job satisfaction has a significant positive effect on organizational commitment. This means that employees who get high job satisfaction will cause employee strong commitment to the organization. Job satisfaction will promote employees to make a positive contribution to the company. Satisfied employees will provide positive feedback such as being active in completing tasks without complaining or feeling forced.

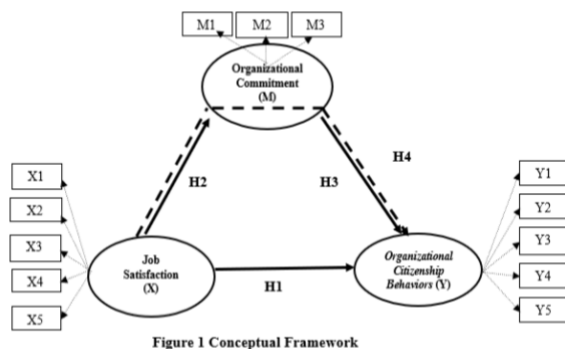
The Effect of Organizational Commitment on OCB

Organizational commitment is one of the factors that influence the emergence of OCB (Wibowo, 2016). The studies conducted by Claudia (2018), Dalimunthe (2018), and Hendro & Alimuddin (2021) conclude that organizational commitment has a significant influence on OCB. Committed employees will have high loyalty and work enthusiasm and maintain their membership in giving positive contribution to the company as well.

The Mediation Role of Organizational Commitment on the Effect of Job Satisfaction on OCB

Lestaringintyas (2016), Fitrio, Utami & Yaspita (2019), Saepudin & Djati (2019), and Nurjanah, Febianti & Handaru (2020) concluded that organizational commitment significantly mediates the effect of job satisfaction on OCB. This shows that when employee job satisfaction increases, employee organizational commitment increases, so that their OCB will also increase.

According to Sugiyono (2015: 60), the conceptual framework explains the effect of each variable in the form of a research scheme. The conceptual framework of this research can be seen in Figure 1.



Notes:

- : Direct Effect
- : Indirect Effect
- : Dimensional Relationship
- : Latent Variable
- : Indicator (Manifest Variable)

X : Job Satisfaction
 X1 Work itself
 X2 Salary

X3 Promotion
 X4 Co-workers
 X5 Supervisor
 Y : Organizational Citizenship Behavior
 Y1 Altruism
 Y2 Sportsmanship
 Y3 Courtesy
 Y4 Civic Virtue
 Y5 Conscientiousness
 M : Organizational Commitment
 M1 Affective Commitment
 M2 Normative Commitment
 M3 Continuance Commitment

The research hypothesis formulated are:

- H1 : Job satisfaction affects employees' OCB. (Source: Illie (2014), Prasetyo, Siregar & Luturlean (2015), Ferdus & Kabir (2018), Sahyoni & Supartha (2020))
- H2 : Job satisfaction affects employees' organizational commitment. (Source: Dewi & Suwandana (2016), Gunastri, Handayani & Astakoni (2019))
- H3 : Organizational commitment affects employees' OCB. (Source: Claudia (2018), Dalimunthe (2018), Hendro & Alimuddin (2021))
- H4 : Organizational commitment mediates the effect of job satisfaction on employees' OCB. (Source: Lestaringintyas (2016), Saepudin & Djati (2019), Fitrio, Utami & Yaspita (2019), Nurjanah, Febianti & Handaru (2020))

METHODOLOGY

This study uses a quantitative approach with Explanatory Research type (Sugiyono, 2015: 8). This research is located at PT. Sajang Heulang-KKPA3 which located in Kuranji Village, Kuranji District, Tanah Bumbu Regency, South Kalimantan. The unit of analysis for the study is individual employees with a total population of 272 people. The sample size of 73 employees was taken using the Slovin formula with a sampling error tolerance of 10%. This study used a probability sampling technique (proportionate stratified random sampling) with the consideration that the population has heterogenous and proportional stratified elements (Sugiyono, 2015: 82).

RESULTS AND DISCUSSION

Respondents of this research are 73 employees of PT. Sajang Heulang – KKPA3 Estate, consisting of 59 men and 14 women. A total of 32 employees aged

between 25-35 years and 26 respondents aged less than 25 years. A total of 56 respondents graduated from high school, 3 respondents graduated from bachelor's degree, 12 respondents from junior high school and 2 respondents with elementary school background. Respondents with a working period less than 5 years were 31 respondents and 28 respondents had a working tenure between 5-10 years.

Evaluation of Measurement Model (*Outer Model*)

Convergent Validity Test

The first step in evaluating the outer model can be started by looking at the results of the convergent validity test through factor loading. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score estimated using SmartPLS 3.0 software. Individual reflexive measures with the construct being measured can be said to be high if the correlation is more than 0.70. All loading factors have values above 0.70 (met the validity criteria), so that constructs for all variables are not eliminated from the model.

Discriminant Validity

The discriminant validity test is a stage that is carried out to ensure that each concept from each latent model is different from other variables. The loading value of each indicator item against the construct has exceeded 0.7 (valid). It can be concluded that the discriminant validity test has been fulfilled.

Composite Reliability

The specific composite reliability value that can be accepted in confirmatory/explanatory research must be greater than 0.7 (Ghozali, 2021). In this study, all constructs were declared reliable because they had composite reliability values above 0.70 and Cronbach's alpha above 0.60.

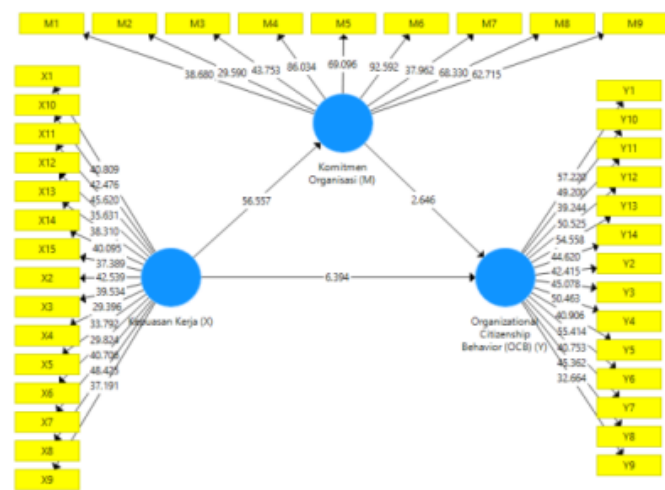


Figure 2. Inner Model Test

R- Square (R²)

The results of data processing using the SmartPLS 3.0 program show the values of R-Square (R²) are as follows:

Table 1. Values of R-Square (R²)

	R- Square	Adjusted R-Square
Organizational Commitment	0.878	0.876
OCB	0.885	0.882

Table 2. Predictive Relevance of Q² Value

	SSO	SSE	Q² (=1-SSE/SSO)
Job Satisfaction	1,095,000	1,095,000	
Organizational Commitment	657,000	163,786	0.751
OCB	1,022,000	263,447	0.742

Based on Table 1, the R-Square value for the organizational commitment variable is 0.878. The acquisition of this value explains that the percentage of organizational commitment can be explained by job satisfaction of 87.8%. Then for the R-square value obtained by the OCB variable is 0.885. This value explains that 88.5% of OCB variance can be explained by job satisfaction and organizational commitment.

Q2 Predictive Relevance

The Q-Square value has the same meaning as the coefficient of determination (R-Square) in the regression analysis, where the higher the Q-Square, the better or fitter the model with the data (Ghozali, 2021). The Q-Square value can be seen in Table 2 as follows:

The Q^2 value for the organizational commitment variable is 0.751 ($Q^2 > 0$) indicating that the job satisfaction has predictive relevance to organizational commitment. Then the Q^2 value obtained by the OCB is 0.742 ($Q^2 > 0$) which shows that job satisfaction and organizational commitment have predictive relevance for the OCB variable as well.

F-Square

The F-Square test is conducted to determine the effect of an exogenous variable on endogenous variables which categorized as weak, medium or strong influence. The F-Square values of 0.02, 0.15 and 0.35 can be interpreted whether the latent variable predictor has a weak, medium, or strong influence (Ghozali, 2021). The F-Square value can be seen in Table 3 as follows:

	Organizational Commitment	OCB
Job Satisfaction	7.189	0.518
Organizational Commitment		0.069

Source: Data Processed (2022)

It is known that job satisfaction has an effect of 7.189 on organizational commitment and a direct effect of 0.518 on OCB. This indicates that job satisfaction has a strong influence on organizational commitment and OCB. Meanwhile, the direct effect of organizational commitment on OCB is only 0.069. This indicates that organizational commitment has a weak influence on OCB.

Goodness of Fit

Goodness of fit is used to describe the fit of the overall model, both the measurement model and the structural model. The value of Goodness of fit model can be seen in Table 4 as follows:

	Model Saturated	Model Estimated
SRMR	0.03	0.03
NFI	0.754	0.754
rms_theta	0.162	

SRMR value of 0.03 (< 0.08) so that the fit model can be said to be good. The NFI value is 0.754 (< 0.90) so that the fit model is declared marginal. The rms_theta value of 0.162 concludes that the fit model can be declared good because its value is close to zero.

Hypothesis Testing Results

The hypothesis testing used the value contained in the output path coefficients. The results of hypothesis testing obtained in this study through the inner model are shown in Table 5.

Table 5. Test of significance

	T Statistics (O/STDEV)	P Values	Decision
JS (X) $\rightarrow$ OC (M)	56.557	0.000	sig
JS (X) $\rightarrow$ OCB (Y)	6.394	0.000	sig
OC (M) $\rightarrow$ OCB (Y)	2.646	0.008	sig

Notes: JS=Job Satisfaction, OC=Organizational Commitment, OCB=Organizational Citizenship Behavior

The results of the significance test in Table 5 show the bootstrapping estimation results using 500 sample. The explanation of the parameter coefficient values for the structural model (inner model) is as follows:

Effect of Job Satisfaction on OCB

The t-statistic value of job satisfaction on OCB is 6.394 which is greater than the t-value of 1.96 with a significance level of 0.000 (less than 0.05). This means

that H1 is accepted so that there is a significant direct effect of job satisfaction on employees' OCB of PT. Sajang Heulang-KKPA3 estate. This result is supported by the respondents respons who majority answered that they were satisfied with the salary provided by the company (which is equivalent to / above the provincial minimum wage) along with the provision of basic needs and housing allowances.

The findings of this study support the previous studies results from Sahyoni & Supartha (2020), Ferdus & Kabir (2018), Illie (2014), and Prasetyo & Luturlean (2015) which state that job satisfaction has a positive and significant effect on OCB. When employee job satisfaction increases, employee OCB will also increase. When an employee is satisfied with his job, the employee will optimally completing his work, even willing to do beyond his main task.

The Effect of Job Satisfaction on Organizational Commitment

The t-statistic value of the effect of job satisfaction on organizational commitment is 56.557, which is greater than the t-value of 1.96 with a significance level of 0.000 (less than 0.05). This means that H1 is accepted or it can be concluded that there is a significant positive effect of job satisfaction on employees' organizational commitment of PT. Sajang Heulang-KKPA3 Estate. The findings of this study support the previous study results conducted by Dewi & Suwandhana (2016) and Gunastri, Handayani & Astakoni (2019) which state that job satisfaction has a positive and significant effect on organizational commitment. The higher employees' job satisfaction, the higher their commitment to the organization.

The Effect of Organizational Commitment on OCB

The t-statistic value on the variable organizational commitment on OCB is 2.646 which is greater than the t-value of 1.96 with a significance level of 0.008 (less than 0.05). It can be concluded that H3 is accepted, means that there is a significant positive effect of organizational commitment on employees' OCB of PT. Sajang Heulang-KKPA3 Estate.

The results of this study support previous study conducted by Claudia (2018), Dalimunthe (2018), and

Hendro & Alimuddin (2021) which found that organizational commitment has a positive and significant effect on OCB. The higher employees' organizational commitment, the higher their OCB.

The Mediating Role of Organizational Commitment on The Influence of Job Satisfaction on OCB

The results of the t-statistic test in Table 6 show that there is an effect of job satisfaction on OCB mediated by organizational commitment where the t-statistic value of 2.621 is greater than the t-value of 1.96 with a significance level of 0.009 which is less than 0.05. It can be concluded that H4 is accepted, means that organizational commitment significantly mediates the effect of job satisfaction on OCB.

Table 6. Mediation Test

	T Statistics (O/STDEV)	P Values
JS (X) --> OC (M) --> OCB	2,621	0,009

Notes: JS=Job Satisfaction, OC=Organizational Commitment, OCB=Organizational Citizenship Behavior

This finding supported the previous research results from Fitrio, Utami & Yaspita (2019), Lestaringtyas (2016) and Nurjanah, Febianti & Handaru (2020) which found that job satisfaction influences employees OCB through organizational commitment.

In order to find out the role of organizational commitment as a mediating variable (fully or partially mediating), it can be decided by concerning the results of the total effect shown in Table 7 below.

Table 7. Total Effect

	T Statistics (O/STDEV)	P Values	Decision
JS (X) --> OC (M)	56.557	0.000	significant
JS (X) --> OCB (Y)	25.886	0.000	significant
OC (M) --> OCB (Y)	2.646	0.008	significant

Source: Data Processed (2022)

Notes: JS=Job Satisfaction, OC=Organizational Commitment, OCB=Organizational Citizenship Behavior

Table 7 showed the effect of job satisfaction on OCB is still significant with p-values of 0.000 which is less than 0.05. It can be concluded that the mediating role of organizational commitment is only partial. This means that exogenous variables (job satisfaction) are able to directly influence endogenous variables (OCB) without going through or involving intermediary variables (organizational commitment). The results showed that job satisfaction has a stronger influence on OCB with f-square value of 0.518. Meanwhile, organizational commitment has a weak effect on OCB with f-square value of 0.069. This means that job satisfaction received by employees of PT. Sajang Heulang-KKPA3 Estate in the form of salary, basic material benefits, facilities provided by the company, as well as good relations with co-workers are able to foster employee OCB without organizational commitment involvement.

The conclusion regarding the partial mediating role of organizational commitment is based on the opinion of Baron & Kenny (Ghozali, 2021) which states that full mediation occurs if the total effects calculation finds the effect of job satisfaction on OCB to be insignificant. Conversely, if the effect of job satisfaction on OCB is significant and the effect of organizational commitment as a mediating variable is also significant on OCB, it can be said that the findings of this study support the partially mediating role of organizational commitment. Thus, this study findings are in line with the findings of Saepudin & Djati (2019) which found that organizational commitment partially mediates the effect of job satisfaction on OCB.

Respondents' responses to several indicators of job satisfaction showed the highest mean value on the co-worker indicator, while the lowest mean fell on the job itself indicator. The co-worker indicator is an important element in obtaining satisfaction at work, because good communication between co-workers will be able to increase employees' job satisfaction. Employees who support each other, have similar attitudes, are willing to provide assistance to their co-workers that will create a pleasant working atmosphere and form friendships between employees. The feeling of pleasure and a sense of friendship that appears are closely related to dimension of employees' job satisfaction. Company management should try to create a supportive work environment so that the relationship between employees is always well established. Management must play a part in helping to strengthen the bond between employees by ensuring that each employee is satisfied and enjoys a healthy relationship with one another. Superiors must be able to act fairly/avoid bias towards one party and company management must also provide motivation to employees to always be active at work.

Based on the respondents' answers, the average score on the job indicator itself is lower than the average score on other indicators. This means that there are employees who still feel they have work-related problems. Employees feel that their abilities are not in accordance with the field of work they do. Therefore, company management must maximize the provision of regular training to employees to improve the quality of their employee. The provision of such training can be carried out on monthly or a quarter scheduled basis provided by structured material and in accordance with the needs of the company.

Respondents' responses to the organizational commitment which showed the highest mean value, fell into the normative commitment indicator, while the lowest mean value fell into the continuance commitment indicator. Employees who have high normative commitment indicate employees' moral responsibility to make a good contribution to the company. The higher the employees' normative commitment, the less they want to disappoint their superiors. Therefore, company management must continue to strive in order to maintain the employees' normative commitments. Company can provide educational scholarship assistance to employees' children. Normative commitment itself appears as a form of employee reciprocation to the company as they receive benefits such as scholarships or training.

The average value of respondents' responses to the dimension of continuance commitment is lower than the mean value of other commitment indicators. That is, there are employees who are not afraid of the consequences they might receive when leaving the organization. Employees will leave the organization when they see greater benefits in other companies. Therefore, company management must make efforts so that the employees have higher loyalty to the company. Company should pay attention to providing compensation in the form of benefits according to the needs of employees, maintaining good communication with employees so that employees feel comfortable and will stay in their company because of their strong attachment. In addition, companies also need to provide good work facilities for employees to be content.

Respondents' responses to the OCB indicator showed that the highest mean was found in the conscientiousness indicator, while the lowest average was found in the altruism indicator. Conscientiousness is an important indicator in building employees' OCB. Conscientiousness is the behavior of employees who obey the company. Therefore, companies should give appreciation in the form of rewards to employees who always disciplined, never arrive late and rarely absent. These appreciations can motivate employees to continue complying company rules.

Companies need to pay special attention to indicators of altruism. Respondents' responses to this indicator have the lowest average value. This is because the majority of employees are not willing to voluntarily offer assistance to their colleagues. Employees feel that their own work responsibility is tiring enough. In other words, employees show their lack of voluntary behavior which refers to the definition of altruism indicators. To encourage the emergence of employees' altruism, companies must ensure that all employees have good relationships and communication. Fair treatment to each employee will help in creating a mutually supportive work atmosphere so that there is no social jealousy among employees. Equality of position (no favored employees) will encourage employees to voluntarily help their colleagues who are having problems at work.

CONCLUSSIONS

It could be concluded that:

1. Job satisfaction has a significant effect on employees' OCB.
2. Job satisfaction has a significant effect on employees' organizational commitment.
3. Organizational commitment has a significant effect on employees' OCB.
4. Organizational commitment partially mediates the effect of job satisfaction on employees' OCB.

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