

The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) among Employees of PT Siradj Badawi Cukup Rupiah (SBCR), Cirebon Regency

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Abstract

This study aims to analyze the effect of job satisfaction and organizational commitment on Organizational Citizenship Behavior (OCB) among employees of PT Siradj Badawi Tcukup Rupiah (SBCR), Cirebon Regency. This research employed a quantitative approach using descriptive and verificative methods. The population consisted of all employees of PT SBCR, with a total of 100 respondents selected using a saturated sampling technique. Data were collected through questionnaires, while data analysis included validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination using IBM SPSS version 30. The descriptive analysis results indicate that OCB is in the good category with a mean value of 4.41, job satisfaction is in the good category with a mean value of 4.17, and organizational commitment is in the very good category with a mean value of 4.43. The regression analysis results show that job satisfaction has a positive and significant effect on OCB with a regression coefficient of 0.430 and a t-value of 5.548 ($p < 0.001$), while organizational commitment has a positive and significant effect on OCB with a regression coefficient of 1.135 and a t-value of 7.259 ($p < 0.001$). Simultaneously, job satisfaction and organizational commitment have a significant effect on OCB with an F-value of 135.241 ($p < 0.001$). The Adjusted R Square value of 0.731 indicates that 73.1% of the variance in OCB can be explained by job satisfaction and organizational commitment.

Keywords: *job satisfaction, organizational commitment, organizational citizenship behavior.*

A. INTRODUCTION

The advancement of globalization and digital transformation has compelled companies to enhance individual effectiveness and performance in order to remain competitive in a sustainable manner. In this context, the quality of human resources becomes a critical determinant of organizational success. Employees who possess high motivation, loyalty, and proactive behavior significantly contribute to organizational productivity and competitiveness. One important indicator reflecting such proactive behavior is Organizational Citizenship Behavior (OCB), defined as voluntary actions that go beyond formal job responsibilities without expecting direct rewards (Organ, 1988). OCB plays a strategic role in improving collaboration, team effectiveness, and reducing managerial burdens in supervising formal employee performance.

The manufacturing sector in Indonesia represents one of the largest contributors to employment, with approximately 18.82 million workers as of mid-2024 (Ministry of Industry of the

Republic of Indonesia, 2024). However, labor conditions indicate challenges in maintaining job satisfaction and employee engagement. A LinkedIn survey (2024) revealed that 85% of professionals in Indonesia intend to seek new job opportunities, indicating relatively low levels of job satisfaction and organizational attachment. This phenomenon highlights the need for a deeper understanding of factors that can foster positive employee behavior, particularly OCB, which is considered essential in maintaining organizational stability and productivity.

OCB is not merely a form of formal performance but also represents voluntary behavior that supports organizational goals. Smith et al. (1983) emphasize that employees who are willing to exceed formal role expectations can significantly enhance organizational effectiveness. However, based on preliminary observations at PT Siradj Badawi Cukup Rupiah (SBCR), a manufacturing company in Cirebon producing chili sauce, tomato sauce, sweet soy sauce, syrup, and rock sugar, employees tend to perform tasks strictly according to formal job descriptions. This condition suggests that OCB among employees has not been fully optimized and may be associated with relatively low levels of job satisfaction and organizational commitment (Darmawati et al., 2021).

According to Organ (1997), OCB refers to discretionary behavior that supports organizational functioning, is not explicitly recognized in formal job descriptions, and is not subject to formal sanctions if not performed. Optimizing OCB can help reduce operational costs, simplify organizational processes, and enhance overall efficiency and effectiveness. Therefore, understanding the antecedents of OCB is crucial for organizational sustainability.

Job satisfaction is considered one of the primary factors influencing OCB. Zufriah (2019) states that employees who are satisfied with their jobs tend to demonstrate higher productivity and are more willing to perform tasks beyond formal requirements. Similarly, Lestari et al. (2018), as cited in Apriliyanto and Agus Sugiarto (2025), argue that satisfied employees are more likely to remain in the organization and engage in extra-role behaviors. Job satisfaction encompasses employees' perceptions of their work environment, compensation, career development, and relationships with supervisors and colleagues. A higher level of job satisfaction is expected to foster stronger OCB, as employees feel valued and motivated to contribute beyond their formal roles.

In addition to job satisfaction, organizational commitment is another crucial factor influencing OCB. Organizational commitment reflects employees' loyalty, identification with organizational goals, and willingness to exert effort for organizational success (Adhan et al., 2020). Employees with strong commitment are more likely to perform their duties seriously and voluntarily exceed formal job requirements without expecting additional compensation (Hariyono et al., 2022). Organizational commitment can be strengthened through career development opportunities, transparent communication, supportive organizational culture, and recognition of employee contributions.

Previous studies have reported mixed findings regarding the influence of job satisfaction and organizational commitment on OCB. Watoni (2020) and Aisyah (2020) found that both variables have a positive and significant effect on OCB, both partially and simultaneously, with organizational commitment exerting a stronger influence. In contrast, Rafique (2021) and Wahyuni et al. (2021) reported that organizational commitment has a positive but insignificant effect, while job satisfaction shows a positive and significant influence. These inconsistent findings indicate a research gap, particularly within the Indonesian manufacturing sector, regarding the relationship between job satisfaction, organizational commitment, and OCB.

Based on the empirical conditions and research gaps described above, this study aims to examine the extent to which job satisfaction and organizational commitment influence Organizational Citizenship Behavior (OCB) among employees of PT SBCR, both partially and simultaneously. Specifically, this study seeks to answer whether job satisfaction significantly affects OCB, whether organizational commitment contributes to OCB, and whether both variables jointly influence OCB in a meaningful way. The findings are expected to provide theoretical contributions to human resource management literature as well as practical implications for organizations in enhancing employee performance through the optimization of job satisfaction and organizational commitment.

B. LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary actions performed by employees that contribute to the effective and productive functioning of an organization. According to Podsakoff (1997) as cited in Prakoso (2022), OCB represents voluntary behavior that supports

organizational operations beyond formal job requirements. Furthermore, OCB is considered an extra-role behavior that has been empirically proven to influence performance evaluations, even though it is not formally required within job descriptions.

Van Dyne et al. (1994) distinguish OCB by emphasizing the concept of extra-role behavior as opposed to in-role behavior. They argue that job descriptions are commonly used as benchmarks for measuring employee performance, yet many organizations increasingly recognize and value behaviors that go beyond these formal roles. Such extra-role behaviors are essential in fostering adaptability, collaboration, and organizational effectiveness in dynamic work environments.

More broadly, Organ (2010) defines OCB as voluntary individual behavior that is not directly or explicitly recognized in formal reward systems but contributes significantly to organizational efficiency and effectiveness. OCB encompasses functional, prosocial, and extra-role behaviors directed toward individuals, groups, and the organization as a whole. Based on these perspectives, OCB can be understood as voluntary employee behavior that exceeds formal responsibilities and aims to create a harmonious, productive, and efficient workplace. It reflects employees' care, responsibility, and commitment to the organization without expecting direct compensation. Empirical findings by Aisyah (2020) in the *Journal of Enterprise and Development* (DOAJ-indexed) indicate that job satisfaction and organizational commitment simultaneously influence OCB, although job satisfaction shows a more limited effect compared to organizational commitment.

Job Satisfaction

Job satisfaction refers to an employee's attitude toward their work, encompassing various aspects such as working conditions, cooperation, compensation, and both physical and psychological factors. According to Edy Sutrisno (2019), job satisfaction can be either positive, indicating that employees feel satisfied, or negative, reflecting dissatisfaction with different aspects of their job. This dual nature highlights the importance of understanding employees' perceptions in shaping workplace behavior.

Afandi (2021), as cited in Santoso and Yuliantika (2022), defines job satisfaction as an emotional response or level of affect toward different aspects of one's job, indicating whether employees perceive their work as enjoyable or not. Similarly, Luthans (2009), cited in Puspitasari et al. (2022), explains that job satisfaction represents a pleasant emotional state resulting from the appraisal of one's job or work experience. It is often determined by the extent to which job outcomes meet or exceed employees' expectations.

In general, job satisfaction is influenced by several key factors, including salary, the nature of the work itself, supervision, coworkers, promotion opportunities, and the work environment. When employees perceive that their contributions are fairly rewarded, they are more likely to experience satisfaction. Overall, job satisfaction encourages employees to become more dedicated and exhibit positive behaviors toward the organization. This is supported by Nurjanah et al. (2020) in *Cogent Business & Management* (Scopus Q2), which found that job satisfaction has a significant and positive effect on Organizational Citizenship Behavior (OCB), mediated by organizational commitment.

Organizational Commitment

Organizational commitment refers to the psychological attachment and willingness of employees to remain part of an organization. Colquitt, as cited in Wibowo (2013), explains that organizational commitment reflects an employee's desire to stay within an organization and influences their decision to either remain or leave in search of alternative employment opportunities. This highlights the role of commitment in employee retention and organizational stability.

Allen and Meyer (1990) conceptualize organizational commitment as a psychological state that characterizes the relationship between employees and the organization, influencing their decision to continue membership. This commitment reflects employees' emotional attachment, identification with organizational values, and involvement in achieving organizational goals. Similarly, Spencer and Spencer, as cited in Sudarmanto (2014), define organizational commitment as an individual's ability and willingness to align their behavior with organizational needs, priorities, and objectives.

Organizational commitment can be observed through several dimensions, including affective commitment, continuance commitment, and normative commitment, as proposed by Allen and Meyer (1990). Additionally, it is reflected in employees' loyalty, involvement, sense of responsibility, and

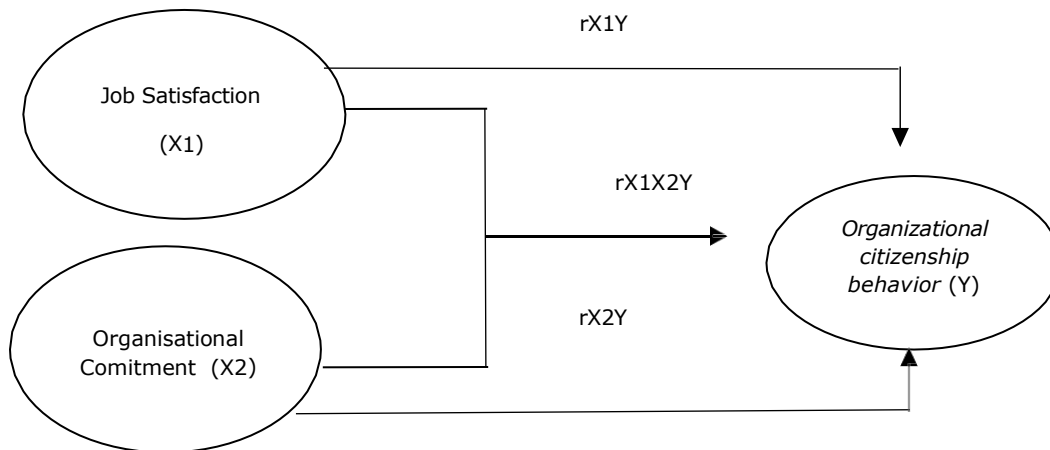
willingness to cooperate for organizational success. In conclusion, organizational commitment represents a strong emotional and psychological bond between employees and the organization, motivating them to contribute to shared goals. Empirical evidence by Hermawan et al. (2024) in the Journal of Infrastructure, Policy and Development (Scopus Q2) demonstrates that organizational commitment has a positive contribution to enhancing Organizational Citizenship Behavior (OCB).

Research Framework

Job satisfaction is defined as a pleasant or unpleasant emotional state experienced by employees toward their work, including aspects such as compensation, work environment, relationships with supervisors, and opportunities for personal development. It plays an important role in shaping employees' attitudes and behaviors in the workplace. Previous studies, such as Khahan Na-Nan et al. (2020), have shown that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB), indicating that satisfied employees are more likely to engage in voluntary behaviors beyond their formal duties, such as helping colleagues and supporting organizational interests.

Organizational commitment refers to the level of emotional attachment, loyalty, and willingness of employees to remain part of the organization and contribute to achieving its goals. It significantly influences employees' extra-role behavior. Research by Deby Sunaris et al. (2022) found that organizational commitment has a positive and significant effect on OCB, suggesting that highly committed employees tend to show greater concern for organizational progress. Furthermore, human resources are strategic assets that must be managed effectively to enhance organizational performance and sustainability. Based on Aisyah (2020), both job satisfaction and organizational commitment play a crucial role in encouraging OCB, with empirical evidence confirming their positive and significant influence, both partially and simultaneously.

Figure 1. Conceptual Framework



C. METHODOLOGY OF RESEARCH

This study employs a quantitative approach using a descriptive-verificative method. According to Sugiyono (2018:15), quantitative research methods are used to examine specific populations or samples through data collection using research instruments, with statistical data analysis applied to test predetermined hypotheses.

The descriptive method is used to provide an overview of the conditions of job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB) among employees at PT Siradj Badawi Cukup Rupiah (SBCR) in Cirebon Regency. Meanwhile, the verificative method is applied to empirically examine the effect of job satisfaction (X1) and organizational commitment (X2) on

Organizational Citizenship Behavior (OCB) (Y) using multiple linear regression analysis. The population in this study consists of all employees of PT SBCR, totaling 132 employees based on HRD data in 2025.

The sampling technique used is saturated sampling. According to Sugiyono (2018:139), saturated sampling is a technique in which all members of the population are used as samples. Thus, the sample in this study consists of 100 employees of PT SBCR. Primary data were obtained directly from respondents through questionnaires and interviews with HRD personnel and employees, while secondary data were collected from company documents such as organizational structure, employee data, HRD reports, and relevant literature, including journals and theoretical books such as Organ (2010), Edy Sutrisno (2019), and Colquitt in Wibowo (2013).

D. RESULT AND DISCUSSION

Characteristics Respondent

The respondents involved in this study consist of 100 employees of PT Siradj Badawi Cukup Rupiah (SBCR) in Cirebon Regency. To identify the characteristics of the respondents, the researcher categorized them based on gender, age, educational background, and length of employment.

Table. 1 Respondent Characteristics Based on Gender and Age

No	Characteristics	Category	Description
1	Gender	Male	The majority of respondents are male, reflecting the workforce composition in the company.
		Female	Female respondents are fewer compared to male respondents.
2	Age	Productive Age	Respondents are within the productive age range.
		Early to Middle Adulthood	Most respondents fall into early to middle adulthood, indicating adequate maturity and work experience.

Table 4.2 Respondent Characteristics Based on Education and Work Experience

No	Characteristics	Category	Description
1	Education Level	Secondary Education	A significant number of respondents have a secondary education background.
		Higher Education	Some respondents have attained higher education, indicating good comprehension ability.
2	Work Experience	Medium Tenure	Most respondents have moderate work experience.
		Long Tenure	A portion of respondents have long tenure, indicating strong familiarity with organizational culture.

Validity Test

Table 3. Validity Test Results

Variable	Item	r _{hit}	r _{table}	Remark
Organizational Commitment (X2)	Y.1	0.700	0.195	Valid
	Y.2	0.635	0.195	Valid
	Y.3	0.554	0.195	Valid
	Y.4	0.376	0.195	Valid
	Y.5	0.565	0.195	Valid
Job Satisfaction (X1)	X1.1	0.578	0.195	Valid
	X1.2	0.615	0.195	Valid
	X1.3	0.625	0.195	Valid
	X1.4	0.581	0.195	Valid
	X1.5	0.596	0.195	Valid
Organizational Citizenship	X1.1	0.516	0.195	Valid

	X1.2	0.596	0.195	Valid
	X1.3	0.665	0.195	Valid
	X1.4	0.683	0.195	Valid
	X1.5	0.479	0.195	Valid
	X1.6	0.630	0.195	Valid

The validity test results indicate that all measurement items across the variables—Organizational Citizenship Behavior (Y), Job Satisfaction (X1), and Organizational Commitment (X2)—are valid. This is evidenced by the calculated r-values (r-count), which range from 0.376 to 0.700 for OCB, 0.578 to 0.625 for Job Satisfaction, and 0.479 to 0.683 for Organizational Commitment. All these values exceed the r-table value of 0.195, indicating that each item has a significant correlation with its respective total variable score.

Therefore, all indicators are considered valid and capable of accurately measuring their respective constructs. This confirms that the instruments used in this study are appropriate and reliable for further statistical analysis.

Reliability Test

Table 4. Reliability Test Results

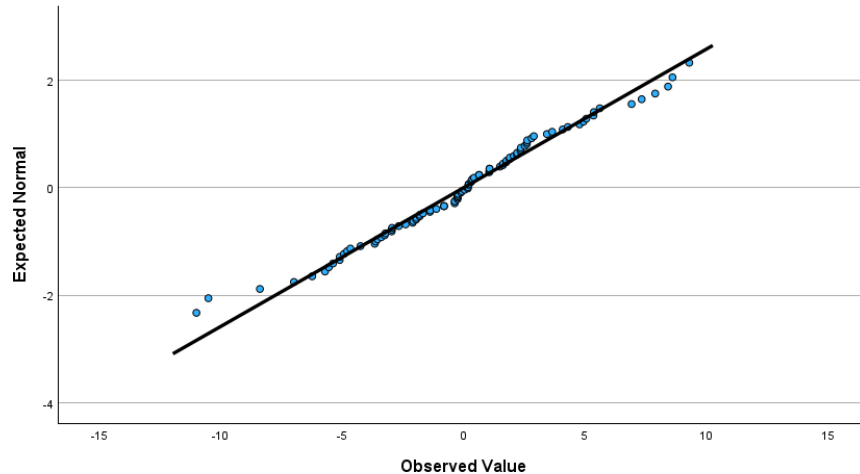
Variable	Cronbach's Alpha	Number of Items	Remark
Organizational Citizenship Behavior (Y)	0.910	16	Reliable
Job Satisfaction (X1)	0.886	13	Reliable
Organizational Commitment (X2)	0.819	6	Reliable

Based on the reliability statistics results, all variables demonstrate high levels of reliability. Organizational Citizenship Behavior (Y) has a Cronbach's Alpha of 0.910 with 16 items, Job Satisfaction (X1) shows 0.886 with 13 items, and Organizational Commitment (X2) records 0.819 with 6 items. All values exceed the minimum threshold of 0.60, indicating strong internal consistency among the items. Therefore, the instruments used in this study are considered reliable, consistent, and appropriate for further data analysis.

Normality Test

Figure. 2 Normality Test

Normal Q-Q Plot of Unstandardized Residual



Based on the displayed graph, the residual points are distributed around and follow the direction of the diagonal line. This indicates that the residuals are approximately normally distributed. There is no significant deviation or distinct pattern away from the diagonal line, suggesting that the residual data in the regression model meet the normality assumption.

With the normality assumption satisfied, the regression model used to analyze the effect of job satisfaction and organizational commitment on Organizational Citizenship Behavior can be considered

appropriate for further analysis. This also implies that the results of both partial and simultaneous hypothesis testing can be interpreted in a valid and reliable manner.

Heteroscedasticity Test

Table. 5 Heteroscedasticity Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.598	1.962		5.402	<.001		
	Kepuasan_kerja	-.049	.047	-.137	-1.051	.296	.516	1.938
	Komitmen_organisasi	-.196	.095	-.270	-2.061	.042	.516	1.938

a. Dependent Variable: ABS_RES

Based on the SPSS version 30 for Windows output above, the job satisfaction variable shows a significance value of $0.296 \geq 0.05$, indicating no symptoms of heteroscedasticity. In contrast, the organizational commitment variable has a significance value of $0.042 < 0.05$, which indicates the presence of heteroscedasticity. However, the analysis can still be continued. This is because heteroscedasticity does not affect the consistency of the regression coefficient estimates, but only influences the efficiency of their variance. Moreover, this study uses cross-sectional data, which generally still allows the presence of heteroscedasticity without invalidating the regression model. Therefore, the regression model in this study remains appropriate for further analysis, while still considering the results of the classical assumption tests that have been conducted.

Multikolinearity Test

Table. 6 Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.767	3.231		5.499	<.001		
	Kepuasan_kerja	.430	.078	.403	5.548	<.001	.516	1.938
	Komitmen_organisasi	1.135	.156	.527	7.259	<.001	.516	1.938

a. Dependent Variable: OCB

The testing criteria are as follows: H1 indicates that multicollinearity occurs if the VIF value ≥ 10 and the tolerance value ≤ 0.10 , while H0 indicates that multicollinearity does not occur if the VIF value ≤ 10 and the tolerance value ≥ 0.10 .

Based on the SPSS version 30 for Windows output shown in the table, the VIF value is $1.938 \leq 10$, and all independent variables, including job satisfaction and organizational commitment, have a tolerance value of $0.516 > 0.10$. This indicates that there is no multicollinearity in the regression model, leading to the acceptance of H0.

Multiple Linear Regression Analitic

Table. 7 Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.767	3.231		5.499	<.001		
	Kepuasan_kerja	.430	.078	.403	5.548	<.001	.516	1.938
	Komitmen_organisasi	1.135	.156	.527	7.259	<.001	.516	1.938

a. Dependent Variable: OCB

Based on the table above, the multiple linear regression equation shows that the constant value of 17.767 indicates that when Job Satisfaction and Organizational Commitment are equal to zero, the baseline value of Organizational Citizenship Behavior (OCB) is 17.767. Furthermore, Job Satisfaction

has a regression coefficient of 0.430 with a t-value of 5.548 and a significance level of < 0.001 , indicating a positive and significant effect on OCB. This means that every one-unit increase in Job Satisfaction will increase OCB by 0.430 units, assuming other variables remain constant.

Meanwhile, Organizational Commitment has a regression coefficient of 1.135 with a t-value of 7.259 and a significance level of < 0.001 , indicating a positive and significant effect on OCB. The magnitude of this coefficient suggests that Organizational Commitment has a more dominant influence compared to Job Satisfaction in improving Organizational Citizenship Behavior.

T Test parcial

Table. 8 T Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	17.767	3.231		5.499	<,001		
	Kepuasan_kerja	.430	.078	.403	5.548	<,001	.516	1.938
	Komitmen_organisasi	1.135	.156	.527	7.259	<,001	.516	1.938

a. Dependent Variable: OCB

The analysis of the effect of Job Satisfaction (X1) on Organizational Citizenship Behavior (Y) shows that the calculated t-value (t-count) of 5.548 is greater than the t-table value of 1.984 at a significance level of 0.05 (df = 98). This result indicates that H0 is rejected and H1 is accepted. Additionally, the p-value is less than 0.001 (< 0.05), confirming that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This implies that higher levels of job satisfaction lead to increased OCB among employees.

Similarly, the analysis of the effect of Organizational Commitment (X2) on Organizational Citizenship Behavior (Y) shows that the t-count value of 7.259 exceeds the t-table value of 1.984. This indicates that H0 is rejected and H2 is accepted. Furthermore, the p-value is also less than 0.001 (< 0.05), demonstrating a positive and significant relationship between Organizational Commitment and OCB. These findings suggest that employees with higher organizational commitment are more likely to exhibit stronger Organizational Citizenship Behavior.

F Test Simultan

Table. 9 F Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4130.037	2	2065.018	135.214	$<.001^b$
	Residual	1481.403	97	15.272		
	Total	5611.440	99			

a. Dependent Variable: OCB

b. Predictors: (Constant), Komitmen_organisasi, Kepuasan_kerja

Based on the ANOVA table, the calculated F-value is 135.241 with a significance level of < 0.001 , indicating that Job Satisfaction and Organizational Commitment simultaneously have a significant effect on Organizational Citizenship Behavior (OCB). Thus, the regression model is considered appropriate for explaining the relationships among the research variables. The F-count obtained is 135.214, while the F-table value at a significance level of 0.05 with degrees of freedom (df1 = 2 and df2 = 97) is 3.09. Since F-count $>$ F-table ($135.214 > 3.09$), H0 is rejected and Ha is accepted, meaning that both independent variables jointly influence the dependent variable. Therefore, it can be concluded that Job Satisfaction and Organizational Commitment simultaneously have a positive and significant effect on OCB, and the regression model used in this study is suitable for further analysis.

Discuisson

The Effect of Job Satisfaction (X1) and Organizational Commitment (X2) on Organizational Citizenship Behavior (Y)

According to the outcomes of hypothesis testing, this study proves that organizational culture has a significant effect on information security compliance culture, with a significance value of 0.008. This finding indicates the beliefs, norms, and work methods that develop within an organization play a strategic role in shaping employee compliance behavior. A work environment that provides tangible support for information security, whether through leadership commitment, clear policies, or exemplary behavior, can encourage employee to consistently comply with security policies. Theoretically, this finding is consistent with the view that organizational culture is the main foundation for building a culture of information security.

Based on the simultaneous test (F-test), the calculated F-value is 135.241 with a significance level of < 0.001 , indicating that Job Satisfaction and Organizational Commitment jointly have a significant effect on Organizational Citizenship Behavior (OCB). This finding is supported by an R-square value of 0.736, meaning that 73.6% of the variation in OCB can be explained by these two variables, while the remaining 26.4% is influenced by other factors outside the model. This high coefficient of determination suggests that the combination of job satisfaction and organizational commitment plays a strong role in shaping employees' OCB.

These findings are consistent with previous studies. Nurjanah et al. (2020) found that job satisfaction has a positive and significant effect on organizational commitment, which in turn significantly influences OCB. Similarly, Hermawan et al. (2024) reported that job satisfaction and organizational commitment positively affect OCB among employees, particularly in SMEs. Employees who experience higher satisfaction and stronger commitment tend to exhibit extra-role behaviors such as helping colleagues, voluntarily performing tasks beyond formal responsibilities, and supporting organizational goals.

The Effect of Job Satisfaction (X1) on Organizational Citizenship Behavior (Y)

The partial test (t-test) results show that Job Satisfaction (X1) has a t-value of 5.548 with a significance level of < 0.001 , indicating a positive and significant effect on OCB. This result is supported by a regression coefficient of 0.430, which implies that every one-unit increase in job satisfaction leads to a 0.430 increase in OCB, assuming other variables remain constant. This suggests that higher levels of job satisfaction are associated with a greater tendency of employees to engage in extra-role behaviors.

These findings are consistent with previous studies. Khaskheli et al. (2020) found a significant relationship between job satisfaction and OCB in organizational settings. Similarly, Al-Ahmadi and Mahran (2021) reported a positive and significant relationship between job satisfaction and OCB among nurses, with a correlation coefficient of $r = 0.354$ ($p < 0.01$). Therefore, improving job satisfaction through better compensation systems, supportive work environments, and harmonious working relationships can directly enhance employees' OCB.

The Effect of Organizational Commitment (X2) on Organizational Citizenship Behavior (Y)

The partial test results indicate that Organizational Commitment (X2) has a t-value of 7.259 with a significance level of < 0.001 , demonstrating a positive and significant effect on OCB. The regression coefficient of 1.135 is higher than that of Job Satisfaction, indicating that Organizational Commitment has a more dominant influence on OCB. This suggests that employees with stronger commitment are more likely to engage in behaviors that go beyond their formal job responsibilities.

This result is supported by previous studies. Ludin and Mukti (2023) found that organizational commitment significantly influences OCB, contributing up to 51.9%. Similarly, Khahan Na-Nan et al. (2020) reported that organizational commitment, along with job satisfaction, explains approximately 70% of the variance in OCB. Substantively, these findings indicate that higher levels of emotional attachment, loyalty, and sense of belonging encourage employees to perform extra-role behaviors. Therefore, organizations should strengthen employee commitment through fair leadership, open communication, and a positive organizational culture to foster optimal OCB development.

E. CONCLUSION

The findings of this study indicate that the development of a security policy compliance culture at Bank BJB Syariah's Cirebon branch is greatly influenced by the synergy between organizational factors and employee psychological factors. Empirically, a supportive organizational culture and user involvement have been shown to have a favourable, significant impact on security policy compliance culture. This

findings indicate that compliance is not solely determined by the presence of formal policies and security technology, but rather depends heavily on a supportive work environment and the level of active employee participation in the system. Along with direct influence, This study supports the vital role of compliance attitude as a mediating variable. Compliance attitude has been shown to strengthen the impact of corporate culture and user involvement in data protection compliance. This indicates that sustainable compliance behavior is formed through a process of internalizing individual values, beliefs, and awareness, rather than simply as a result of structural pressure or organizational supervision. Thus, an approach that focuses on shaping employees' internal attitudes and awareness is more effective than one that emphasizes only regulatory aspects and sanctions. In the context of Islamic banking, these findings have implications for the principles of trust and moral responsibility in customer data management. The implementation of a supportive, participatory organizational culture aligns with Islamic values that emphasize trust, justice, and benefit. Therefore, Islamic banking management is advised to integrate information security policies into everyday organizational values, increase employee involvement in decision-making related to information systems, and develop educational programs to foster a sustainable culture of compliance.

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