THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR
(Study at PT. Selamanya Sukses Abadi)

Anik Herminingsih[1], Wartikah[2]
Faculty of Economics and Business, Mercu Buana University, Indonesia [1,2]
Email: anik_herminingsih@mercubuana.ac.id, wartikahtikah@yahoo.co.id

ABSTRACT

This study aims to investigate the effect of job satisfaction, organizational communication, and organizational commitment on organizational citizenship behavior (OCB) at PT. Selamanya Sukses Abadi. Using a saturated sampling method, the study collects data from 50 employees through a survey questionnaire with a Likert scale. The analysis is conducted using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method via Smart-PLS. The findings reveal that job satisfaction, organizational communication, and organizational commitment all have a positive and significant effect on OCB, indicating that improving these factors can enhance employee behavior that goes beyond job requirements. Specifically, job satisfaction had the strongest positive impact on OCB, followed by organizational communication and organizational commitment. The implications of this research are crucial for organizations aiming to improve OCB through strategies focused on increasing job satisfaction, improving communication, and fostering higher commitment among employees. For future research, it is recommended to explore the role of leadership styles and organizational culture as additional factors influencing OCB, as well as conducting longitudinal studies to examine the long-term effects of these variables on employee behavior and organizational performance.

KEYWORDS	*Job Satisfaction, Organizational Communication, Organizational Commitment, Organizational Citizenship Behavior*

INTRODUCTION

PT Selamanya Sukses Abadi, is one of the companies engaged in trading, with high pressure laminate and fitting product commodities. Employees who work are divided into 5 divisions, 2 stores, 1 warehouse, and 1 office, in West Jakarta. While 1 other store is in Tangerang. The work of employees requires cooperation to deal with customers, but based on interviews with employees, it shows that their

Organizational Citizenship behavior (OCB) is lacking, namely on average they are not willing to help their coworkers.

Moorhead and Griffin (2013) stated that OCB refers to individual behavior that provides an overall positive contribution to the organization. If an employee in doing all the work, is not always driven by things that are beneficial to him, but because the employee will have a sense of satisfaction if he can help or do something more than his role, then this condition can be called organizational citizenship behavior or also called organizational citizenship behavior (OCB). Compliance as a citizen in an organization is described as the employee's compliance with the regulations of the organization.

To ensure the phenomenon that occurs in the organization, so as to know the factors that influence organizational citizenship behavior, a pre-survey was conducted. The results of the pre-survey showed that several factors that may influence organizational citizenship behavior (OCB) are job satisfaction, organizational communication, and organizational commitment. For employee job satisfaction, 60% of respondents answered, meaning that there are still many employees who feel dissatisfied with their work. Then for organizational communication, 52% of respondents stated that there are many employees who feel a lack of good communication between parts of the organization. And for organizational commitment, 46% of respondents stated that their commitment to the company was low.

Based on the background above, it is assumed that the level of OCB of employees can be increased by improving job satisfaction, organizational communication and organizational commitment. This study will examine and analyze the influence of job satisfaction, organizational communication and organizational commitment on organizational citizenship behavior (OCB).

1. Organizational Citizenship Behavior (OCB)

Luthans (2011) states that organizational citizenship behavior (OCB) is a person's prosocial behavior that is carried out voluntarily, is not directly or explicitly recognized in the reward system, but this behavior has an impact on the effectiveness of organizational functions. The dimensions of OCB are personality and behavior in the organization (attitudinal), Personality includes cooperative, helpful, caring and conscientious behavior, Attitudinal includes a sense of interest in the organization due to influences from within the organizational atmosphere. Salwa and Wikansari (2017) said that organization citizenship behavior is an individual behavior that is in accordance with the will of the heart (discretionary) which is free to be carried out or not by the organization which can encourage the creation of increased effectiveness and efficiency of the organization. Winoto et al. (2020) state that organizational citizenship behavior is an individual contribution that exceeds the demands of roles in the workplace.

Colquitt et al. (2019) describes organizational citizenship behavior is employee activity carried out voluntarily, who receives or does not receive compensation but still contributes to the organization in improving the overall quality where the work takes place. Meanwhile, Titisari (2016) proposed the construction of organizational citizenship behavior (OCB) as behavior that benefits

the organization and/or tends to benefit the organization, voluntarily and exceeds what is required by the role. In his research, Djati in Titisari (2014) stated that organizational citizenship behavior is employee behavior that is not visible to both coworkers and the company, where this behavior exceeds the standard behavior set by the company and provides benefits to the company.

According to Titisari (2014) organizational citizenship behavior (OCB) is influenced by two main factors, namely: 1) Internal factors originating from the employee himself, including job satisfaction, commitment, and personality, employee morale, motivation, and so on. 2) External factors originating from outside the employee, including leadership style, trust in leadership, organizational culture, and so on.

2. Job Satisfaction

According to Rivai & Sagala (2011) job satisfaction is a set of employee feelings about whether their work is enjoyable or not. There is an important difference between this feeling and the other two elements of employee attitudes. Satisfaction is a relative feeling of pleasure or displeasure, for example the following statement "I enjoy doing various tasks" which is different from objective thoughts such as through the statement "my job is complicated" and behavioral desires, for example the statement "I am planning to no longer do the job in three months". These three parts of attitudes help managers understand employee reactions to their jobs and think about their impact on future behavior.

According to Hasibuan (2017), job satisfaction in work is job satisfaction enjoyed in work by receiving praise for work results, placement, treatment, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction in work will prioritize work over rewards even though rewards are important. Meanwhile, Sutrisno (2009) said that the term job satisfaction refers to an individual's general attitude towards their work. A person with a high level of job satisfaction shows a positive attitude towards the work; a person who is dissatisfied with their work shows a negative attitude towards the work. A person with a high level of job satisfaction has positive feelings about the work, while a person who is dissatisfied has negative feelings about the work.

3. Organizational Communication

According to Nawawi (2000) communication is defined as the process of delivering and receiving information which is one of the resources to maintain, preserve, advance and develop an organization dynamically according to its objectives. In addition, communication can also be defined as the process of delivering information in the form of ideas, opinions, explanations, suggestions and others from the source to and to obtain, influence or change the response according to what the source of information wants. Organizational communication is the process of exchanging messages in a network that is interdependent with each other to overcome an uncertain or ever-changing environment (Subkhi and Jauhar, 2013).

Organizational communication as a performance and interpretation of messages between communication units that are part of an organization. Furthermore, Subkhi and Jauhar (2013) stated that organizational communication

is the sender and receiver of messages within an organization, within formal and informal groups of the organization. Littlejohn & Foss (2011) stated that communication (in interpersonal terms) is the verbal interchange of thought or idea. In order to exchange thoughts or ideas verbally to be effective, several aspects need to be paid attention to by interpersonal communication actors, namely openness, empathy, supportive attitude, positive attitude and equality. According to Schermerhorn (2011), communication is an interpersonal process of sending and receiving symbols with messages attached to them.

According to Rakhmat (1996) communication in an organization requires a clear and effective understanding of the needs of people in the organization, this is necessary for the organization to run effectively and efficiently. Because communication is a necessity in the organization. then the ranks of the organization must make communication something crucial in nature. In the organization, communication needs to be developed that is based on an attitude of mutual trust, acceptance, empathy, and honesty.

4. Organizational Commitment

Organizational commitment has been conceptualized in variety contexts, all of which point to the employees' emotional attachment towards organization. Conceptually, the development of the construct also grows from unidimensional construct, to a much more complex and complete construct, namely Allen & Meyer (1990) three conceptual model of organizational commitment (Agarwal et al., 2020). Many academic scholars who often clarify the connection between employees and their organizations as a reciprocal relationship, whereas between each of them often occur both economic and socioemotional exchange. In its implementation, employees often see it only from tangible perspective such as pay or benefits, whereas socioemotional exchanges are often seen as intangible, which could only be felt by employees such as care and trust from the organization (Liu et al., 2018).

According to Allen & Meyer (1997) organizational commitment is a psychological construct which characterized a connection between employees with their organization that contains implications toward decision for employees to maintain or not their membership within organization. Organizational commitment is considered as a working attitude that reflects employees' feeling whether like or dislike the concurrent situation. Therefore, when employees reflect their high commitment to the organization, the more they will give extra effort to support the organization.

Several researchers have conducted studies on the effect of job satisfaction on OCB. Jony et al. (2020) stated that there is a relationship between job satisfaction and organizational citizenship behavior (OCB). Setiono and Santoso (2022) found that job satisfaction has an effect on organizational citizenship behavior. This study also found that organizational commitment mediates the relationship between job satisfaction and organizational citizenship behavior. Kamel et al. (2015) stated that the higher the level of job satisfaction the higher the level of organizational citizenship behavior. Shrestha, and Bhattarai (2020) confirmed the positive relationship between job satisfaction and organizational citizenship behavior, Ikone

(2015) revealed that is a positive relationship between job satisfaction and organizational citizenship behavior.

Some research results on the influence of communication on OCB are as follows. Irdam & Sari (2022) stated that there is a positive and significant influence of employee communication on organizational citizenship behavior (OCB). Devi et al. (2021) concluded that organizational communication has a direct and positive relationship with employee Job satisfaction among software employees. The analysis further proven that organizational citizenship behavior as a mediator further weakens the relationship between organizational communication and job satisfaction. Kurniawan & Rositasari (2022) stated that interpersonal communication does not have a significant effect on OCB. Yusnita (2024) found that interpersonal communication and trust are factors that significantly influence employee OCB. Strengthening interpersonal communication and trust will increase OCB. Moneta & Fikri (2020) found that there is a significant relationship between interpersonal communication and organizational citizenship behavior among employees of PT. Palm Gem Sheen. Yildirim (2014) stated that among the organizational communication dimensions, only the dimension of communication with managers is significantly correlated with alturism and civic virtue dimensions of organizational citizenship behavior.

The influence of organizational commitment on OCB by several researchers has produced the following findings. Regen et al. (2022), indicated that (1)Job satisfaction has a positive significant effect on the OCB of employees of the Regional Finance Agency of Sungai Banyak City (2)Organizational commitment gives a positive influence on the OCB of employees of the Regional Finance Agency of Sungai Banyak Full City (3)Organizational cultureprovide a positive influence on the OCB of employees of the Regional Finance Agency of Sungai Banyak City (4)Job satisfaction, organizational commitment and organizational culture jointly have a positive effect on the OCB of employees of the Regional Finance Agency of Sungai Banyak City.

The results of Siswondo et al. (2022) showed that organizational culture has a positive and significant effect on organizational citizenship behavior and organizational commitment has a positive and significant effect on organizational citizenship behavior. Kristian & Ferijani (2020) stated that Job satisfaction and organizational commitment each have positive and significant effects on OCB. OCB has a positive and significant effect on employee performance. Hermawan et al. (2024), The results of this research are that transformational leadership has a positive influence on organizational citizenship behavior (OCB), Job Satisfaction has a positive influence on organizational citizenship behavior (OCB) and organizational commitment has a positive influence on organizational citizenship behavior (OCB). Kartika & Pienata (2020) found that affective commitment affects positively and significantly toward OCB; normative commitment affects positively and significantly toward OCB; and finally continuity commitment affects positively and significantly toward OCB. Ridwan (2020), indicated that organizational commitment has a positive and significant effect on OCB and employee performance, so does OCB have a positive and significant effect on employee performance. In addition, organizational commitment through OCB also has an

influence on employee performance. Research by Susanto et al. (2020) showed that organizational commitment affects OCB. This research is only carried out in public sector organizations, so that future research can be carried out in organizations in other sectors.

While existing literature explores the relationship between job satisfaction, organizational communication, and organizational commitment on organizational citizenship behavior (OCB), there is a lack of research focusing specifically on the interplay of these factors within companies in the trading sector, such as PT. Selamanya Sukses Abadi. Most studies have examined these variables separately, but few have investigated how they collectively influence OCB in a specific organizational context. This research fills this gap by considering all three factors— job satisfaction, organizational communication, and organizational commitment— and their combined effect on OCB in PT. Selamanya Sukses Abadi, offering a deeper understanding of their interaction in shaping employee behavior.

The novelty of this study lies in its holistic approach to understanding organizational citizenship behavior (OCB) by integrating job satisfaction, organizational communication, and organizational commitment as key influencing factors. While much of the existing research has explored these factors independently, this study examines them simultaneously within a single organizational context—PT. Selamanya Sukses Abadi. The study also employs a saturated sampling method, allowing for a comprehensive and specific understanding of the dynamics at play, which is an underexplored area in the current literature. By using Structural Equation Modeling (SEM) with Smart-PLS, the study brings a more rigorous quantitative approach to analyzing these relationships.

The primary objective of this study is to analyze the effect of job satisfaction, organizational communication, and organizational commitment on organizational citizenship behavior (OCB) in PT. Selamanya Sukses Abadi. The study aims to explore how these three factors contribute to enhancing OCB among employees, with a focus on identifying potential areas for improvement in organizational practices. By understanding these dynamics, the study aims to provide actionable recommendations to boost OCB, thereby improving overall organizational effectiveness and fostering a positive organizational culture.

This research offers both theoretical and practical benefits. Theoretically, it contributes to the existing body of knowledge by providing insights into the interrelationships between job satisfaction, organizational communication, and organizational commitment in shaping organizational citizenship behavior, particularly in a trading company context. Practically, the study provides recommendations for PT. Selamanya Sukses Abadi and similar organizations to improve OCB through enhanced job satisfaction, communication, and commitment. The findings can guide managers in adopting strategies that promote a positive organizational culture, ultimately leading to increased employee engagement, productivity, and organizational success.

RESEARCH METHOD

The research employs a causal research design, aiming to analyze the cause-and-effect relationships between job satisfaction, organizational communication,

organizational commitment, and organizational citizenship behavior (OCB) at PT. Selamanya Sukses Abadi. The study uses a saturated sampling method, where all 50 employees in the company are included in the sample, ensuring a comprehensive representation of the entire population. The data collection technique employed in this study is the questionnaire method, using a Likert scale to measure respondents' attitudes and perceptions regarding the key variables, such as job satisfaction, organizational communication, and organizational commitment. This quantitative approach ensures that the data can be systematically analyzed to draw valid conclusions about the relationships between these factors and their impact on OCB.

For data analysis, the study utilizes Structural Equation Modeling (SEM), specifically the Partial Least Square (PLS) method using Smart-PLS version 3.2.8. SEM is a powerful statistical tool that allows the analysis of complex relationships between multiple variables, both independent (exogenous) and dependent (endogenous). One of the key strengths of PLS-SEM is its ability to handle non-normally distributed data and small sample sizes, making it well-suited for this research. The analysis process consists of two main components: the outer model (or measurement model) which assesses the validity and reliability of the measurement instruments, and the inner model (or structural model) which tests the theoretical relationships between the variables. The significance of the relationships is evaluated using a bootstrapping procedure with a t-value threshold of 1.96 and a p-value at alpha 0.05, ensuring that the findings are statistically significant.

RESULT AND DISCUSSION

1. Respondent Characteristics

Based on the results of the study conducted on 50 employees as respondents, a general description of the characteristics of respondents is known based on gender, age, education and length of service. Table 1 shows that out of 50 respondents, 35 respondents or 70.0% are male. While the remaining 15 respondents or 30.0% are female. Of the 50 respondents there are 74.0% who are aged less than30 years, and the lowest are respondents with ages between more than 40 years, there are only 2.0% of them. So in general, most employees are young, with the age less than 30 years old. Respondents with high school education are 88.0% and the lowest are respondents with D3 education, there are 2.0%. In general, employees are dominated by high school education. Respondents who have worked for more than 4 years are 46.0% and the lowest are respondents with work for less than 1 year, there are only 8.0%.

2. Evaluation of Measurement Model
a. Convergent Validity Testing Results

Table 1. Loading Factor Values

Variable	Indicator	Outer Loading	Conclusion
	JS1	.833	Valid
	JS2	.868	Valid
	JS3	.709	Valid
Job Satisfaction (X1)	JS4	.742	Valid

	JS5	.704	Valid
	JS6	.644	Valid
	JS7	.736	Valid
	JS8	.757	Valid
	JS9	.833	Valid
Organizational Communication (X2)	OCom1	.733	Valid
	OCom2	.822	Valid
	OCom3	.769	Valid
	OCom4	.778	Valid
	OCom5	.625	Valid
	OCom6	.734	Valid
	OCom7	.835	Valid
	OCom8	.652	Valid
	OCom9	.625	Valid
Organizational Commitment (X3)	OComt1	.648	Valid
	OComt2	.703	Valid
	OComt3	.720	Valid
	OComt4	.662	Valid
	OComt5	.843	Valid
	OComt6	.874	Valid
	OComt7	.646	Valid
	OComt8	.854	Valid
	OComt9	.726	Valid
Organizational Citizenship Behavior (Y)	**OCB1**	.816	Valid
	OCB2	.754	Valid
	OCB3	.776	Valid
	OCB4	.765	Valid
	OCB5	.727	Valid
	OCB6	.884	Valid
	OCB7	.634	Valid
	OCB8	.750	Valid
	OCB9	.671	Valid

Source : Research Data Processed (2022)

Convergent validity of the measurement model can be seen from the loading factor value. Based on Table 1 above, it shows that all outer loading values of the variable indicators have a loading value greater than .60. In Table 1, it can be seen that the loading factor values for all indicators of the research variables have met the criteria greater than .60, which can be concluded that all indicators in the variables are declared valid.

b. Discriminant Validity Testing Results

Table 2. Cross Loading Values

	Job Satisfaction (X1)	Org. Communication (X2)	Org. Commitment (X3)	Orga. Citizenship Behavior (Y)
JS1	.833	.592	.576	.638
JS2	.868	.583	.691	.544

JS3	.709	.478	.526	.454
JS4	.742	.562	.444	.624
JS5	.704	.495	.511	.393
JS6	.644	.535	.392	.641
JS7	.736	.581	.514	.512
JS8	.757	.550	.478	.507
JS9	.833	.527	.685	.565
OCom1	.472	.733	.521	.586
OCom2	.648	.822	.692	.644
OCom3	.653	.769	.645	.645
OCom4	.482	.523	.309	.449
OCom5	.549	.778	.578	.644
OCom6	.540	.625	.508	.603
OCom7	.634	.734	.530	.606
OCom8	.460	.578	.315	.453
OCom9	.614	.835	.665	.789
OComt1	.522	.582	.648	.516
OComt2	.551	.622	.703	.664
OComt3	.606	.698	.720	.618
OComt4	.535	.531	.662	.473
OComt5	.597	.684	.843	.707
OComt6	.706	.609	.874	.786
OComt7	.349	.438	.546	.417
OComt8	.734	.588	.854	.674
OComt9	.480	.606	.726	.586
OCB1	.628	.504	.624	.816
OCB2	.552	.434	.666	.754
OCB3	.598	.664	.551	.776
OCB4	.585	.542	.660	.765
OCB5	.642	.592	.604	.727
OCB6	.371	.430	.414	.884
OCB7	.721	.651	.755	.634
OCB8	.577	.550	.478	.750
OCB9	.444	.566	.545	.671

Source : Research Data Processed (2022)

Based on Table 2, it can be seen that the cross loadings value for indicators on a variable is higher than the correlation with other constructs. Therefore, it can be concluded that there is no problem with the discriminant validity of the research variables.

Based on the Average Variance Extracted (AVE) in Table 3, it shows that all variables have a value greater than .50, so it is concluded that each variable used in the study has a valid indicator.

Table 3. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)	Keterangan

Job Satisfaction (X1)	.531	Valid
Organizational Communication (X2)	.525	Valid
Organizational Commitment (X3)	.535	Valid
Organizational Citizenship Behavior (Y)	.524	Valid

Source : Research Data Processed (2022)

The next stage in testing the discriminant validity follows the Fornell-Larcker Criterion approach, which confirms the validity of a variable if its correlation is higher than the correlation between different variables. The results of the discriminant validity test using the Fornell-Larcker Criterion can be found in Table 4, where it can be concluded that it meets the Fornell-Larcker Criterion.

Table 4. Fornell-Larcker Criterion Values

	Job Satisfaction (X1)	Organizational Communication (X2)	Organizational Commitment (X3)	Organizational Citizenship Behavior (Y)
Job Satisfaction (X1)	.732			
Organizational Communication (X2)	.649	.729		
Organizational Commitment (X3)	.601	.647	.725	
Organizational Citizenship Behavior (Y)	.584	.586	.555	.724

Source : Research Data Processed (2022)

c. Reliability Test

The next step is reliability testing which is carried out using composite reliability and Cronbach Alpha testing. The results of the composite reliability and Cronbach Alpha tests as Table 5 indicated that all the values are more than 0.7. So it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

Tabel 5. Nilai Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha	Conclusion
Job Satisfaction (X1)	.940	.932	Reliable
Organizational Communication (X2)	.934	.924	Reliable
Organizational Commitment (X3)	.910	.888	Reliable
Organizational Citizenship Behavior (Y)	.938	.928	Reliable

Source : Research Data Processed (2022)

The Effect of Job Satisfaction, Organizational Communication and Organizational
Commitment on Organizational Citizenship Behavior (Study at PT. Selamanya Sukses
Abadi)   4680

3. Structural Model Testing
a. Evaluation of Goodness of Fit and Model Fit

The R-square value which is a goodness-fit model test of .799 indicates that the model on the organizational citizenship behavior variable can be said to be good. It can be interpreted that the variability of the constructs of job satisfaction, organizational communication and organizational commitment is able to explain the variability of organizational citizenship behavior by 79.9% while 30.1% is explained by other variables outside those studied. The predictive-relevance value (Q2) of .760 indicates a value greater than 0.38 so it can be said to be good.

b. Hypothesis Testing Results

The estimated value for the path relationship in the structural model must be significant. The significance value in this hypothesis can be obtained by the bootstrapping procedure. Viewing the significance of the hypothesis by looking at the parameter coefficient value and the significance value of the T-statistic in the bootstrapping report algorithm. To find out whether it is significant or not, see the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

Table 6. Hypothesis Testing Results

Relationship of Variables	Original Sample	T Statistic	P Values	Conclussion
Job Satisfaction --> Organizational Citizenship Behavior	.360	2.664	.008	Positif Signifikan
Organizational Communication --> Organizational Citizenship Behavior	.323	2.375	.018	Positif Signifikan
Organizational Commitment --> Organizational Citizenship Behavior	.315	2.134	.033	Positif Signifikan

Source : Research Data Processed (2022)

1) The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on the hypothesis test in this study, it can be concluded that the first hypothesis is accepted and shows that job satisfaction has a positive and significant effect on organizational citizenship behavior, which means job satisfaction on organizational citizenship behavior. This shows a relationship between job satisfaction and organizational citizenship behavior. Because the higher the job satisfaction received by employees, the higher the organizational citizenship behavior will be.

The results of this study are in accordance with research conducted by Jony et al. (2020) which shows that job satisfaction has a positive and significant effect on organizational citizenship behavior. Research conducted by Setiono and Santoso (2022) also shows that job satisfaction has a significant positive effect on

organizational citizenship behavior. This is in line with the results of research conducted by Kamel et al. (2015), Shrestha, and Bhattarai (2020), and Ikone (2015) which show that job satisfaction has a positive and significant effect on organizational citizenship behavior.

2) The Influence of Organizational Communication on Organizational Citizenship Behavior

Based on the hypothesis test in this study, it can be concluded that the second hypothesis is accepted, this shows that organizational communication has a significant positive effect on organizational citizenship behavior. This shows that there is a relationship between organizational communication and organizational citizenship behavior, the higher the organizational commitment to employees, the higher the organizational citizenship behavior will be.

The results of this study support the research conducted by Irdam & Sari (2022) which shows that organizational communication has a positive and significant effect on organizational citizenship behavior. The research is in line with research by Devi et al. (2021) which shows that organizational communication has a positive effect on organizational citizenship behavior. This is in line with research by Kurniawan & Rositasari (2022), Moneta & Fikri (2020), which shows that organizational communication has a significant positive effect on organizational citizenship behavior.

3) The Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on the hypothesis test in this study, it can be concluded that the third hypothesis is accepted, namely organizational commitment has a significant positive effect on organizational citizenship behavior. This shows that there is a relationship between organizational commitment and organizational citizenship behavior, the higher the employee's organizational commitment, the higher the organizational citizenship behavior.

The results of this study support previous research by Regen et al. (2022) which showed that organizational commitment has a positive and significant effect on organizational citizenship behavior. The results of research conducted by Siswondo et al. (2022) also showed that organizational commitment has a positive and significant effect on organizational citizenship behavior. These results are in line with Kristian & Ferijani (2020), Hermawan et al. (2024), Kartika & Pienata (2020), Ridwan (2020) which show that organizational commitment has a positive and significant effect on organizational citizenship behavior.

CONCLUSION

The hypothesis testing reveals that job satisfaction, organizational communication, and organizational commitment all have a positive and significant effect on organizational citizenship behavior (OCB). Specifically, the better the employee's job satisfaction, the higher the organizational citizenship behavior; similarly, enhanced organizational communication leads to higher OCB, and

stronger organizational commitment results in improved OCB. This suggests that addressing the low levels of OCB among employees can be achieved by improving these three factors. For future research, it is recommended to explore additional factors that may influence OCB, such as leadership style, organizational culture, or work-life balance. Longitudinal studies could also provide deeper insights into the long-term effects of these variables on employee behavior and organizational performance, while expanding the research to different industries could help generalize the findings.

REFERENCES

Agarwal, T., Arizkuren, A., Del Castillo, E., & Muñiz, M. (2020). Work–family culture and organizational commitment. *Personnel Review*.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*. https://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Allen, N. J., & Meyer, J. P. (1997). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*. https://doi.org/10.1006/jvbe.1996.0043

Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance and Commitment in The Workplace* (6th ed.). McGraw-Hill Education.

Devi, B. S. N., Kamaraj, M., & Prakash, K. R. (2021). Impact of Organizational Communication on Organizational Citizenship Behavior and Job Satisfaction: Research Findings. *Psychology And Education*, *58*(2), 1003–1009.

Hasibuan, S. P. M. (2017). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.

Hermawan, F., Purnomo, H., Kusumastuti, D., Fitriana, R., Octaleny, E., Ie, M., & Sudadi. (2024). The role of transformational leadership, job satisfaction and organizational commitment on organizational citizenship behavior (OCB) of SMEs employees in the digital era. *Journal of Infrastructure, Policy and Development*, *8*(7), 1–16.

Irdam, & Sari, R. (2022). Employee Communication dalam Meningkatkan Organizational Citizenship Behaviour (OCB) Tenaga Pendidik. *Jurnal Ekobistek*, *11*(2), 131–136.

Jony, M. T. I., Shuvro, R. A., & Akter, S. (2020). The Effect of Job Satisfaction on Organizational Citizenship Behavior: A Study on Private Commercial Banks (PCB) of Mymensingh. *IOSR Journal of Business and Management (IOSR-JBM)*, *22*(3), 26–32.

Kamel, B. E. A., Boudkhil, M., & Mokaddem, A. (2015). Relationship between Job Satisfaction and Organizational Citizenship Behavior in the National Company for Distribution of Electricity and Gas. *European Journal of Business and Management*, *7*(30), 1–6.

Kartika, E. W., & Pienata, C. (2020). The Role of Organizational Commitment on Organizational Citizenship Behavior in Hotel Industry. *Jurnal Manajemen*, *24*(3), 373–391.

Kristian, W. B., & Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company). *Journal Of Management and Business Environment*, *2*(1), 1–21.

Kurniawan, I. S., & Rositasari, I. (2022). Organizational citizenship behavior: peran komunikasi interpersonal, semangat kerja, dan kepuasan kerja pada pegawai PT Aromatik Yogyakarta. *Jurnal Paradigma Ekonomika*, *17*(4), 789–800.

Littlejohn, S. W., & Foss, K. A. (2011). *Theories of Human Communication* (10th ed.). Waveland Press, Inc.

Liu, Y., Loi, R., & Ngo, H. Y. (2018). Linking organizational social exchange to intention to leave: Does normative commitment matter? *The International Journal of Human Resource Management*, 1–21.

Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach*. McGraw-Hill & Irwin.

Moneta, B., & Fikri, H. T. (2020). Hubungan Antara Komunikasi Interpersonal dengan Organizational Citizenship Behaviour Pada Karyawan Pt. Kemilau Permata Sawit. *Psyche 165 Journal*, *13*(2), 176–182.

Nawawi, H. (2000). *Manajemen Strategik Organisasi Non Profit Bidang Pemerintah dengan Ilustrasi di Bidang Pendidikan*. Gadjah Mada Universitas Press.

Regen, R., Nelka, N., Ermadewi, M., & Susriania, T. (2022). The effect of job satisfaction, commitment and organizational culture on the organizational citizenship behavior of employees of the regional financial agency. *Journal of Educational and Learning Studies*, *5*(1), 53–62.

Ridwan, M. (2020). Analysis Of Organizational Commitment Through OCB On Employee Performance. *Dinasti*, *1*(4), 543–555.

Rivai, V., & Sagala, E. J. (2011). *Manajemen Sumber Daya Manusia untuk Perusahaan Dari Teori Ke Praktik*. Rajawali Pers.