

The Influence of Job Satisfaction, Organizational Commitment, and Coworker Support on Organizational Citizenship Behavior among Private Sector Employees

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Abstract

Organizational Citizenship Behavior (OCB) is voluntary behavior of employees that exceeds formal job requirements and plays an important role in improving organizational effectiveness. In practice, private sector companies often face highly competitive work dynamics and high-performance demands, so organizations need employees who not only perform their main duties, but also demonstrate proactive, cooperative behavior and are willing to make additional contributions to the organization. This phenomenon indicates that extra-role behavior is an important factor in supporting organizational success. This study aims to analyze the influence of job satisfaction, coworker support, and organizational commitment on OCB among private sector employees in Yogyakarta. This study uses a quantitative approach with a survey method by distributing questionnaires to 43 respondents who are private sector employees in Yogyakarta. The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that job satisfaction and organizational commitment positively affect OCB behavior, while coworker support does not have a significant effect on this behavior. These findings indicate that employees' psychological attachment to the organization and their level of job satisfaction are important factors in encouraging extra-role behavior in the work environment. The implications of this study show that organizations need to improve the quality of the work environment, strengthen organizational commitment, and create working conditions that can increase employee satisfaction so that organizational citizenship behavior can develop optimally and support the achievement of organizational goals.

Keywords: *Coworker Support; Job Satisfaction; Organizational Citizenship Behavior and Organizational Commitment.*

I. INTRODUCTION

Developments in the world of work require organizations to improve the effectiveness of human resource management. Organizations not only need employees who are able to carry out formal tasks in accordance with their job descriptions, but also individuals who are willing to make additional voluntary contributions to support the success of the organization. This behavior is known as Organizational Citizenship Behavior (OCB). OCB is voluntary behavior that is not directly recognized in the organization's formal reward system but collectively enhances organizational effectiveness (Organ, 1988). This behavior includes various positive actions such as helping coworkers, showing concern for the organization, and being willing to perform additional tasks outside of the formal job description (Podsakoff *et al.*, 2000). Thus, OCB plays an important role in increasing organizational productivity, team effectiveness, and the quality of working relationships between employees (Organ, 1988).

The emergence of OCB is often associated with various psychological and social factors in the work environment. One factor in the emergence of OCB is job satisfaction. Job satisfaction is a positive emotional state resulting from an individual's evaluation of their work (Locke, 1976). This concept shows that employees' positive perceptions of their work, work environment, and satisfying work experiences can shape a more positive attitude towards the organization. Employees who experience high levels of job satisfaction tend to have greater work engagement and exhibit behavior that supports the organization, not only through the performance of formal tasks but also through additional voluntary behavior (Luthfiya & Putra, 2024). Therefore, the higher the level of job satisfaction felt by employees, the greater the tendency for individuals to exhibit OCB behavior in the organization (Luthfiya & Putra, 2024). In addition to job satisfaction, organizational commitment is also an important factor that influences employee behavior in an organization.

Organizational commitment describes the level of psychological attachment individuals have to an organization, where this emotional attachment can increase loyalty and employees' willingness to contribute more to the organization (Meyer & Allen, 1991). Employees with high organizational commitment tend to show stronger loyalty and are willing to contribute beyond the formal job requirements, thereby encouraging extra-role behavior (Baihaqi & Saifudin, 2021). In addition, social support in the workplace, such as support from coworkers, also plays an important role in influencing employee work behavior (Muchtadin & Sunday, 2023). Coworker support refers to the extent to which individuals feel assistance, attention, and cooperation from coworkers in completing tasks and facing various work challenges (Podsakoff *et al.*, 2000). A supportive work environment enables the creation of positive interpersonal relationships, increases mutual trust, and strengthens teamwork within the organization (Kurniawan & Naeni, 2021). When employees feel supported by their coworkers, they will have a higher level of comfort at work, which in turn can encourage positive behaviors such as helping coworkers, sharing information, and actively participating in organizational activities (Kurniawan & Naeni, 2021).

In Indonesia, the evolving dynamics of the labor market *also* influence OCB behavior. The growth of the service, trade, and creative economy sectors has increased organizations' need for workers who are not only technically competent but also possess commitment and work behaviors that support organizational effectiveness. Data from the Central Statistics Agency shows that in 2025, the creative economy sector will absorb around 27.40 million workers or 18.70 percent of the total national workforce, confirming the important role of this sector in Indonesia's employment structure (Nasrul, 2025). Meanwhile, in Yogyakarta, private companies face various complex labor issues, where the informal and labor-intensive sectors such as tourism and MSMEs dominate even though the Open Unemployment Rate (TPT) in DIY fell to 3.3 percent in November 2025 with 2.2 million people working out of a total of 3.06 million working-age population. However, several challenges remain. These include a mismatch between graduates' competencies and job requirements, the dominance of contract workers, delays in BPJS contributions, and the existence of approximately 1.87 million discouraged workers (mainly informal workers, digital platform workers, and women due to low wages and minimal social security) remain prevalent (Umah, 2025).

These economic pressures create an urgency to re-examine the determinants of positive employee behavior, an urgency further reinforced by the inconsistency of previous research findings. Kurniawan and Naeni (2021) confirm that job satisfaction and coworker support are strong drivers that positively contribute to the emergence of OCB behavior among employees. However, this is contradicted by Wijaya *et al.* (2024), which shows that job satisfaction does not have a significant impact on the formation of OCB. This inconsistency in results is reinforced by Nordat *et al.* (2022), which found that support from coworkers is not able to significantly trigger OCB behavior in certain work environments. On the other hand, the organizational commitment variable also shows an inconsistent pattern of results. Amidst the various contradictions of these antecedent factors, Ramadhani *et al.* (2025) provide a crucial conclusion that organizational commitment remains a key variable that consistently has a significant effect in encouraging the creation of OCB for organizations. This indicates a gap between theory and reality, as well as inconsistencies in previous research findings. Therefore, this study aims to analyze the influence of job satisfaction, coworker support, and organizational commitment on OCB among private sector employees in Yogyakarta.

II. METHODS

This study uses a quantitative approach. This approach was chosen to empirically examine the relationship between independent and dependent variables (Sekaran & Bougie, 2016). The population of this study was private sector employees working in the Yogyakarta area. Respondents involved in this study must meet the criteria of being private sector workers who reside and work in Yogyakarta and have a minimum of three months of work experience. Research data were collected through a structured questionnaire adapted from previous studies to measure research variables systematically. The use of questionnaires allowed researchers to test the relationship between variables statistically and draw conclusions that could be generalized to the target population (Kerlinger *et al.*, 2000). The sampling technique used in this study was accidental sampling, which is a sampling technique in which respondents are selected based on individuals who are incidentally encountered by the researchers and met the research criteria. Based on the data collection process, the number of respondents who met the criteria and could be used in the analysis was 43 respondents, PLS-SEM is suitable for studies with relatively small sample sizes. The research instrument used a five-point Likert scale, in which respondents were asked to rate each statement on a scale of 1, which indicated strongly disagree, to 5, which indicated strongly

agree. The use of the Likert scale allows researchers to quantify respondents' perceptions, attitudes, and assessments of variable indicators so that the data obtained can be analyzed quantitatively (Kerlinger *et al.*, 2000).

The collected data were then analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. The analysis was carried out in two main stages, namely the evaluation of the measurement models (outer model) and the evaluation of the structural model (inner model). In the measurement model evaluation stage, the criteria used included an outer loading value ≥ 0.70 to indicate indicator validity, an Average Variance Extracted (AVE) value ≥ 0.50 to ensure convergent validity, and a Composite Reliability and Cronbach's Alpha value ≥ 0.70 to indicate construct reliability (Sarstedt *et al.*, 2021). In addition, discriminant validity was tested using cross-loading criteria. Furthermore, the structural model was evaluated by looking at the coefficient of determination (R^2), path coefficient, and the significance of the relationship between variables tested through the bootstrapping procedure. The measurement of variables in this study was adapted from Crow, Lee, & Joo(2012), one of which states, "Overall, I am satisfied with my job," and "I prefer my job over others." The organizational commitment variable is from Steers, & Porter(1979), one of whose statements is "I feel that my values and the values of this organization are very similar" and "I am proud to tell others that I am part of this organization." The coworker support variable is sourced from Yang *et al.*(2015), one of whose statements is "My coworkers help me in completing difficult tasks." And "My coworkers help me when facing crisis situations at work." The OCB variable is sourced from Organ (1988), one of whose statements is "I always focus on the positive side of the organization." and "I always follow the progress of the organization."

III. RESULTS AND DISCUSSION

Table 1. The results of the respondent characteristic analysis show that this study involved 43 respondents, most of whom were in the productive age group. The majority of participants were in the 21–30 age range, accounting for 69.8% (30), reflecting the characteristics of the younger generation of workers in the organization. The gender distribution shows a relatively stable balance with 55.8% (24) male and 44.2% (19) female, while in terms of employment status, there is a fairly balanced proportion between permanent employees (53.5%) and non-permanent employees (46.5%). In line with this age profile, the majority of respondents were unmarried (72.1%) and had an educational background concentrated at the high school/equivalent level of 65.1% (28), followed by college graduates (Diploma and Bachelor's degree) who accounted for 25.6% of the total sample. These demographic characteristics provide an important context for understanding the dynamics of respondents' organizational behavior, given that factors such as age, educational level, and stage of life often influence work perceptions, attitudes toward the organization, and behavioral tendencies in the work environment.

Table 1. Respondent Characteristics

Respondent Characteristics		Number	Percent (%)
Gender	Male	24	55.8
	Female	19	44.2
Employment Status	Non-permanent	20	46.5
	Permanent employee	23	53.5
Marital status	Not married	31	72.1
	Married	10	23.3
	Widowed	2	4.7
Age	Under 20 years old	5	11.6
	21-30 years	30	69.8
	31-40 years	6	14
	41-50 years	2	4.7
Highest level of education	Elementary school/equivalent	1	2.3
	Junior High School/equivalent	3	7
	High school/equivalent	28	65.1
	Diploma (D1/D2/D3/D4)	4	9.3
	Bachelor's Degree	7	16.3

Source: processed primary data, 2026.

Table 2. Outer Loadings, Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Ind	DRK
Coworker Support (DRK)	0.911	0.920	0.944	0.849	DRK01	0.887
					DRK02	0.928
					DRK03	0.947
Job Satisfaction (JS)	0.890	0.901	0.917	0.648	KK01	0.734
					KK02	0.836
					KK03	0.837
					KK04	0.725
					KK05	0.876
					KK06	0.808
Organizational Commitment (KO)	0.961	0.962	0.966	0.740	KO01	0.845
					KO02	0.899
					KO03	0.867
					KO04	0.824
					KO05	0.880
					KO06	0.890
					KO07	0.870
					KO08	0.885
					KO09	0.817
					KO10	0.820
Organizational Citizenship Behavior (OCB)	0.963	0.965	0.967	0.730	OCB02	0.788
					OCB03	0.882
					OCB04	0.910
					OCB07	0.860
					OCB08	0.800
					OCB09	0.889
					OCB10	0.857
					OCB11	0.904
					OCB12	0.857
					OCB13	0.863
					OCB14	0.774

Source: Processed primary data, 2026.

Based on the results of the outer model analysis in Table 2, a measurement model evaluation was conducted to assess convergent validity and construct reliability. According to Hair *et al.* (2020), an indicator is considered to have convergent validity if it has an outer loading > 0.70 , while a construct is considered reliable if the Cronbach's Alpha and Composite Reliability values are > 0.70 , and the AVE is > 0.50 . The results show that the Coworker Support (DRK) variable has an outer loading value of 0.887–0.947, with Cronbach's Alpha of 0.911, Composite Reliability of 0.944, and AVE of 0.849, indicating that the indicator is able to represent the construct very strongly and consistently. For the Job Satisfaction (JS) variable, the outer loading value was in the range of 0.725–0.876 with Cronbach's Alpha of 0.890, Composite Reliability of 0.917, and AVE of 0.648, indicating good reliability. The Organizational Commitment (KO) variable has an outer loading of 0.817–0.899 with Cronbach's Alpha of 0.961, Composite Reliability of 0.966, and AVE of 0.740, while the Organizational Citizenship Behavior (OCB) variable has an outer loading of 0.774–0.910 with Cronbach's Alpha of 0.963, Composite Reliability of 0.967, and AVE of 0.730. Overall, all variables meet the criteria for convergent validity and construct reliability, so that the measurement model is declared valid and reliable, as explained by Fornell & Larcker (1981) that an AVE value above 0.50 indicates the ability of the construct to adequately explain the variance of the indicators.

Table 3. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KK -> OCB	0.323	0.330	0.130	2.485	0.013
KO -> OCB	0.572	0.531	0.155	3.684	0.000

DRK -> OCB	0.067	0.105	0.121	0.553	0.580
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DRK: Coworker Support; KK: Job Satisfaction; KO: Organizational Commitment; OCB: Organizational Citizenship Behavior.
Source: Processed primary data, 2026.

Table 3 shows the results of the structural model evaluation conducted to test the relationship between constructs through path coefficient estimation. This stage aims to identify the direction and strength of the influence between latent variables in the research model. According to Hair *et al.* (2020), a relationship has empirical support if the t-statistic value exceeds 1.96 and the p-value is below 0.05 at a 5% significance level. This approach is standard in management and organizational behavior research to comprehensively validate the causal relationships between latent constructs. Table 3 shows that job satisfaction positively and significantly affects OCB among private sector employees in Yogyakarta ($\beta = 0.323$; $t = 2.485$; $p = 0.013$), which provides empirical support. This finding confirms the framework of Social Exchange Theory (Blau, 1964), in which job satisfaction functions as an affective stimulus that triggers a reciprocal mechanism in the form of discretionary behavior beyond the formal job description (Organ, 1988). These findings reinforce previous studies showing that job satisfaction encourages employees to engage in pro-social behaviors (Mirkovic, 2019; Claudia, 2018). Thus, job satisfaction can be seen as a psychological factor that has a strategic role in increasing OCB behavior among employees. Furthermore, based on a descriptive analysis of the job satisfaction variable, it was found that the item with the lowest average of 3.534 was the statement "Overall, I am satisfied with my job," while the highest average of 4.093 was found in the statement "I like my job more than other people." These findings indicate that although employees generally have a high level of preference for the work they do, there are still variations in the overall level of job satisfaction felt by employees, which can ultimately affect their level of involvement in OCB behavior in the work environment.

Hypothesis 2 shows that organizational commitment has a positive and significant effect on OCB among private sector employees in Yogyakarta ($\beta = 0.572$; $t = 3.684$; $p < 0.001$). These results indicate that the higher the level of organizational commitment employees have, the higher their tendency to display OCB behavior in the organization. In accordance with the Social Exchange Theory framework (Blau, 1964), the relationship between individuals and organizations is built on the basis of reciprocal social exchange. When employees have emotional attachment, loyalty, and a sense of belonging to the organization, they will make additional contributions as a form of reciprocity for positive work experiences (Planer & Grego-Planer, 2019). Organizational commitment reflects the level of psychological attachment of individuals to the organization, which encourages employees to maintain their membership and contribute more to the success of the organization (Meyer & Allen, 1991). In general, private companies have high performance demands and competitive work dynamics. Employees with strong organizational commitment will exhibit more proactive work behaviors, such as helping colleagues, maintaining harmonious working relationships, and voluntarily participating in organizational activities (Widiastuti & Suaris, 2017). These findings indicate that employees with stronger organizational commitment tend to demonstrate higher levels of extra-role behavior, which is reflected in their willingness to contribute beyond formal job responsibilities within the organization.

Meanwhile, coworker support did not show a significant effect on Organizational Citizenship Behavior (OCB) among private sector employees in Yogyakarta ($\beta = 0.067$; $t = 0.553$; $p = 0.580$). These results indicate that coworker support has not yet become a factor that directly encourages OCB behavior. Conceptually, coworker support is a form of social support in the workplace that plays a role in creating positive interpersonal relationships, increasing mutual trust, and helping individuals cope with job demands (Chiaburu & Harrison, 2008). However, OCB behavior is more strongly related to the exchange relationship between employees and the organization than to interpersonal relationships among coworkers. Based on the Social Exchange Theory perspective (Blau, 1964), extra-role behaviors such as OCB generally emerge as a reciprocal response to the support that employees feel from the organization, so that variables related to individual attachment to the organization, such as organizational commitment and job satisfaction, tend to have a stronger influence. In the context of private companies with high performance demands and competitive work environments, interactions between employees focus more on task completion and achieving work targets, so that coworker support functions more as operational assistance than as a driver of extra-role behavior. These findings are also in line with several previous studies showing that social support in the workplace does not always have a direct influence on OCB behavior, but can play an indirect role through an increase in positive work attitudes such as job satisfaction and organizational commitment (Podsakoff *et al.*, 2000). The results of the descriptive analysis also show that coworker support has the lowest average of 3.720 on the statement "My coworkers help me complete difficult tasks," while the highest average of 4.000 is found on the

statement "My coworkers listen to me when I need to discuss work-related issues." These findings indicate that the support provided by coworkers is more instrumental and emotional in nature in the completion of work, so it does not directly encourage the emergence of OCB behavior.

Table 4. Coefficient of Determination

	R Square	Adjusted R Square
OCB	0.788	0.772

OCB: Organizational Citizenship Behavior.
Source: Processed primary data, 2026.

Based on the results of the coefficient of determination (R Square) analysis in Table 4, the R Square value for the OCB variable is 0.788, while the Adjusted R Square value is 0.772. This value indicates that 78.8% of the variation in OCB can be explained by the variables of coworker support, Job Satisfaction, and Organizational Commitment used in the research model. Meanwhile, the remaining 21.2% is influenced by other variables outside the research model that were not analyzed in this study. According to Hair *et al.* (2020), the R Square value in a structural model is used to measure the ability of independent variables to explain dependent variables. An R Square value of 0.75 or higher can be categorized as a strong (substantial) model, while a value of 0.50 is categorized as moderate, and 0.25 is categorized as weak. Thus, the R Square value of 0.788 in the model indicates that the research model has strong explanatory power, so that the variables of coworker support, Job Satisfaction, and Organizational Commitment have a large contribution in explaining the variation of OCB in this study.

Table 5. Model fit

	Saturated Model	Estimated Model
SRMR	0.077	0.077
d_ULS	2.764	2.764
d_G	9.292	9.292
Chi-Square	1096.836	1096.836
NFI	0.512	0.512

Source: Processed primary data, 2026.

Based on the results of the *model fit* evaluation in Table 5, the level of suitability of the research model can be seen through several indicators, namely *Standardized Root Mean Square Residual* (SRMR), *d_ULS*, *d_G*, *Chi-Square*, and *Normed Fit Index* (NFI). The SRMR value in the *saturated model* and *estimated model* is 0.077, which is below the recommended limit of 0.08, indicating that the model has a good level of suitability with the research data. In addition, the *d_ULS* value of 2.764 and *d_G* value of 9.292 indicate the difference between the empirical covariance matrix and the covariance matrix estimated by the model, where these values indicate an acceptable level of model fit. The *Chi-Square* value of 1096.836 indicates the level of mismatch between the model and the data, but in the PLS-SEM approach, this measure is not a major indicator in evaluating the model because this method is more oriented towards predictive ability. Meanwhile, the NFI value of 0.512 indicates a moderate level of model fit. Overall, these results indicate that the research model demonstrates an acceptable level of goodness of fit, making it suitable for explaining the relationships between variables in the study (Sarstedt *et al.*, 2021).

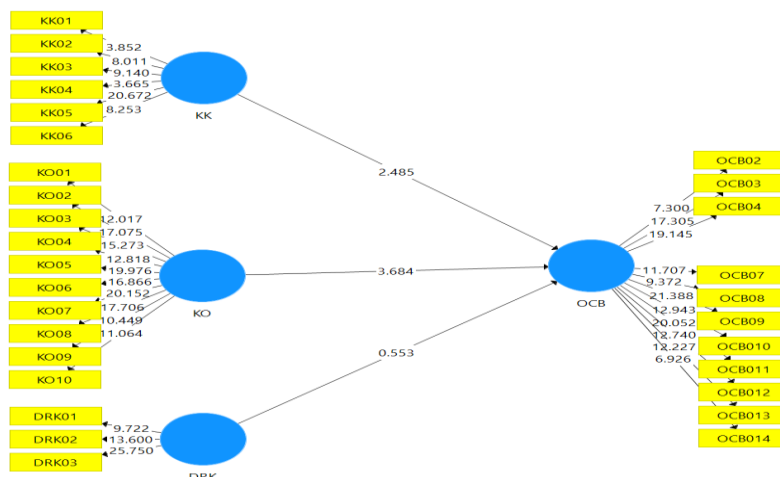


Fig 1. SmartPLS Analysis Results

IV. CONCLUSION

This study found that job satisfaction and organizational commitment have a positive effect on organizational citizenship behavior (OCB) among private sector employees in Yogyakarta. These findings indicate that higher levels of job satisfaction and stronger psychological attachment to the organization increase employees' tendency to engage in extra-role behaviors beyond formal job requirements. Such behaviors are reflected in employees' willingness to help coworkers, maintain harmonious working relationships, and contribute additional efforts that support organizational effectiveness. In contrast, coworker support does not show a significant effect on OCB, suggesting that coworker support mainly functions as assistance in completing daily work tasks rather than directly encouraging extra-role behavior.

The findings of this study imply that organizations need to pay greater attention to improving job satisfaction and strengthening employees' organizational commitment, as these factors play an important role in encouraging OCB in the workplace. Organizations may achieve this by creating a supportive work environment, providing fair rewards, and fostering positive interpersonal relationships so that employees feel valued and develop a stronger attachment to the organization. Future research is recommended to extend the research model by including other variables that may influence OCB, such as intrinsic motivation (Khazamah *et al.*, 2021), as well as by expanding the sample size and organizational contexts to provide a more comprehensive understanding of the factors influencing organizational citizenship behavior.

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