

The Influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) of Civil Servants at the Sanggau Public Works and Water Resources Department

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ABSTRACT

Quantitative research with an associative/relationship approach. The number of samples is 47 employees. The data collection method uses questionnaires and interviews. Data analysis using instrument test, classical assumption analysis, multiple linear regression analysis, correlation coefficient (R), determination coefficient (R²), simultaneous influence test (F test), and partial influence test (t test). Result: Based on the results of multiple linear regression analysis, the regression equation is $Y = 1.779 + 0.365X_1 + 0.316X_2$. The correlation coefficient (R) of 0.683, indicates that the relationship between organizational commitment variables (X₁) and job satisfaction (X₂) on organizational citizenship behavior (OCB) (Y) is strong. The determination coefficient (R²) of 0.467, which means that the contribution of organizational commitment variables (X₁) and job satisfaction (X₂) to organizational citizenship behavior (OCB) (Y) is 46.70%. The t influence test shows that Organizational Commitment individually has an influence on Organizational Citizenship Behavior (OCB) on employees of the Sanggau Highways and Water Resources Service. Individual job satisfaction has an influence on Organizational Citizenship Behavior (OCB) in Sanggau Highways and Water Resources Department employees. There is an influence on Organizational Citizenship Behavior (OCB) in employees of the Sanggau Highways and Water Resources Service.

ABSTRAK

Penelitian ini berdasarkan desain kuantitatif dengan pendekatan asosiatif/hubungan. Jumlah sampel sebanyak 47 pegawai. Metode pengumpulan data menggunakan kuesioner dan wawancara. Analisis data menggunakan uji instrumen, analisis asumsi klasik, analisis regresi linier berganda, koefisien korelasi (R), koefisien determinasi (R²), uji pengaruh simultan (uji F), dan uji pengaruh parsial (uji t). Berdasarkan hasil analisis regresi linier berganda diperoleh persamaan regresi yaitu $Y = 1,779 + 0,365X_1 + 0,316X_2$. Koefisien korelasi (R) sebesar 0,683, menunjukkan bahwa hubungan antara variabel komitmen organisasi (X₁) dan kepuasan kerja (X₂) terhadap organizational citizenship behavior (OCB) (Y) adalah kuat. Koefisien determinasi (R²) sebesar 0,467, yang berarti bahwa kontribusi variabel komitmen organisasi (X₁) dan kepuasan kerja (X₂) terhadap organizational citizenship behavior (OCB) (Y) sebesar 46,70%. Uji pengaruh t menunjukkan Komitmen Organisasi secara individual mempunyai pengaruh terhadap Organizational Citizenship Behavior (OCB) pada pegawai Dinas Bina Marga dan Sumber Daya Air Sanggau. Kepuasan Kerja secara individual mempunyai pengaruh terhadap Organizational Citizenship Behavior (OCB) pada pegawai Dinas Bina Marga dan Sumber Daya Air Sanggau. Terdapat pengaruh terhadap Organizational Citizenship Behavior (OCB) pada pegawai Dinas Bina Marga dan Sumber Daya Air Sanggau.



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INTRODUCTION

Human resource management is the process of handling various problems within the scope of employees, employees, laborers, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals. This expression is in accordance with the opinion of Sedarmayanti (2017, p. 11) that:

Human Resource Management is an approach to managing human problems based on three basic principles, namely:

1. Human resources are the most valuable and important assets that an organization/company has, because the success of the organization is highly determined by the human element.
2. Success is very possible if the policies, procedures and regulations related to people of the organization/company are interconnected and benefit all parties involved in the organization/company.
3. The company's culture and values as well as the managerial behavior that comes from this culture will have a great influence on the achievement of the best results.

Therefore, leaders must be able to ensure that the organization has the right workforce in the right place, and at the right time, who have the ability to complete tasks that will help the company to achieve common goals effectively and efficiently.

Hasibuan (2019, p. 11) explained that: "The company has benchmarks and provisions related to its labor as stated in Law No. 13 of 2003. Job satisfaction, statement of emotional attitude, fun worker, and love of work". According to Sedarmayanti (2017, p. 11), "The success of an organization is highly determined by the human element and this is part of human resource management. Organizational commitment and optimal job satisfaction are one of the manifestations of the organization's success". According to Busro (2020, p. 75): "Organizational commitment is a manifestation of one's willingness, awareness and sincerity to be bound and always in the organization which is described by the magnitude of effort, determination, and belief to be able to achieve a common vision, mission, and goals".

Based on the above opinion, it can be concluded that organizational commitment is the level of attachment, loyalty, and dedication of an employee to the organization where they work. This commitment reflects the extent to which employees feel connected to the organization's vision, mission, and goals as well as their desire to stay at work and contribute positively. This will be seen in its affective commitment, sustainable commitment and normative commitment to the organization. According to Herzber in Busro (2020, p. 101), "Job satisfaction as a positive feeling that is the result of an evaluation of the results obtained with the expected results". Thus, it can be said that job satisfaction is the positive or negative feelings that employees feel about their work, which are influenced by various factors such as employment, salary, promotion, supervision, colleagues and working conditions.

Behavioral changes caused by job satisfaction and organizational commitment lead to the good or bad performance of human resources in the organization. According to Krietner and Kinicki, in Ismaillah and Prasetyono, (2021, p.131), "High performance of human resources (employees) will encourage the emergence of organizational citizenship behavior or OCB, that is, behavior that exceeds what has been standardized by the company". This is also in accordance with the opinion of Robbin and Judge in Ismaillah & Prasetyono. (2021, p.131): "OCB can arise from various factors in the organization, including due to the work satisfaction of employees and high organizational commitment".

Based on the above opinion, it can be said that Organizational Citizenship Behavior (OCB) is the voluntary behavior of employees that is not included in their formal duties but

helps to increase the effectiveness of the organization. OCB reflects positive actions, namely *altruism* or *helping behavior*, *courtesy* or *kindness*, *conscientiousness* or *individual initiative*, *civicvirtue* or *organizational loyalty* and *sportsmanship* or *sportsmanship* or *sportsmanship* or *sportsman*

The phenomenon of *organizational citizenship behavior* (OCB) that occurred in the field at the Sanggau Highway and Water Resources Office, revealed that some employees need more motivation from leaders and indirectly make employees more diligent to do their duties, therefore the leader must be in every part of the Service. The Sanggau Highways and Water Resources Office, which has 47 employees and 15 non-civil servants, is one of the agencies in charge of formulating and implementing policies, as well as managing government affairs in the field of highways and water resources, water resource management, meeting the minimum daily basic needs for water for the community, solving drainage system problems and flood management, Controlling the Functions and Benefits of the Construction of Drainage Facilities and Infrastructure, Maintenance and Rehabilitation of Drainage Channels, Rivers and Bozem Serrta Supervising and Controlling in the Field of Drainage.

The number of employees of the Sanggau Highway and Water Resources Office has 47 employees with 6 fields of work managed. The field that has the most employees is the field of highway and irrigation observers, considering the environmental condition of the Sanggau district which consists of many villages and hamlets that are included in the area far from the main road, more handling and management is needed from the field of highway and irrigation observers. The increasing number of population and the development of potential and expansion of the area in Sanggau regency, the more employees are needed in several agencies, including the Sanggau Highway and Water Resources Service. For 2024, the number of employees still needed by the Sanggau Highway and Water Resources Office is 18 people. For the construction development field, 3 employees are needed. In the field of water resources, 1 employee is needed. In the field of data and control, 4 people are needed. In the field of equipment and road maintenance, 4 people are needed. The construction laboratory field requires 5 people and for the irrigation observer field only 1 employee is needed. The availability of existing employees makes employees of the Sanggau Highway and Water Resources Agency have to work extra to provide services to the community. This situation allows for several conditions that can reduce organizational performance such as high attendance rates and low employee commitment to the organization.

High employee performance is characterized by a low attendance rate and high commitment to the organization and high job satisfaction, so that there will be voluntary behavior of employees who are not included in their formal duties but help increase the effectiveness of the organization. The absenteeism rate of employees of the Sanggau Highway and Water Resources Service in 2022 was 0.29%. In 2023, the employee attendance rate increased by 0.83% from 2022. In 2024, the attendance rate will again increase by 2.56% from 2023. Thus, it can be said that the attendance rate of employees of the Sanggau Highway and Water Resources Agency has increased every year and for 2024 tends to be higher than in 2023. The increase in the number of employee absences is allegedly due to their reduced commitment to the organization. Employees who are often absent for no apparent reason may be less attached to the company. The increasing attendance showed that his loyalty and commitment to the organization was getting lower. If many employees often take leave or are absent without a clear reason, this can be an indication of discomfort at work.

In addition to the high number of employee absenteeism at the Sanggau Highway and Water Resources Office, the number of disciplinary violations committed by several employees is also a phenomenon faced. The number of civil servant discipline violations at the Sanggau Highway and Water Resources Service in 2024 will increase by 66.66%, then in 2023 it will decrease by 0%. The above shows the lack of strong commitment of employees to the organization, both in affective, sustainable and normative commitments. Disciplinary violations clearly show that employees are not committed to the organization, namely lack of a sense of belonging and involvement in the achievement of organizational goals as well as loyalty to the organization, a sense of moral obligation to keep working in the organization and loyalty driven by the values and norms that employees believe in. Based on an interview with the Head of the General and Personnel Subdivision of the Sanggau Highway and Water Resources Office, Mrs. Maria Ayang Junjun, A.Md, that the lack of quality labor, no workload, old contract workers, lack of staff who increase their capacity or technical skills and the community satisfaction index for services has not been maximized.

According to Tumbol, *et.al.*, (2022, p.73): Organizational commitment is the level at which a worker identifies an organization, its goals and expectations to remain a member of the organization they belong to. A person who has a strong commitment to his or her organization will be less and less involved in resignation even if they are dissatisfied, because they have a sense of loyalty to the organization. On the other hand, workers who are not committed, will tend to show lower levels of attendance in the workplace and their involvement within the organization is also low.

The above opinion shows that a worker who is not committed, will tend to show a lower level of attendance in the workplace and his or her involvement in the organization as well. On the other hand, a person who has a strong commitment to his or her organization will be less and less involved in resignation even if they are dissatisfied, because they have a sense of loyalty to the organization. The need for additional employees, high attendance rates and high rates of disciplinary violations, can lead to low commitment and job satisfaction, which also has an impact on low *Organizational Citizenship Behavior* (OCB) in organizations. In fact, OCB can arise from various factors in the organization, including due to job satisfaction from employees and high organizational commitment. This is strengthened by the opinion of Tontoli, *et.al.* (2022, p. 1557), that "*Organizational citizenship behavior* carried out by employees is very important and has a positive impact on organizational development. If an organization has employees who have *organizational citizenship behavior*, then it will support individual performance for the development of the organization in the future". Fate, *et.al.* (2020, p. 10) states that: "One of the factors that affect OCB is organizational commitment". Next Destiny, *et.al.*. (2020, p. 10) also mentions that: "In addition to the organizational commitment factor, job satisfaction is one of the factors that affect OCB". Zara, *et.al.* (2023, p. 2) writes that: "One of the things that can affect OCB is job satisfaction. In addition to job satisfaction, organizational commitment has a positive and significant effect on employee *Organizational Citizenship Behavior*". Behavioral changes caused by job satisfaction and organizational commitment lead to the good or bad performance of human resources in the organization. High performance of human resources (employees) will encourage the emergence of individual behavior in the organization or OCB, that is, behavior that exceeds what the company has standardized.

RESEARCH METHOD

Research Type

The type of research used in this study is associative research. According to Siregar (2020, p. 15), “Associative research is research that aims to find out the relationship between two or more variables. With this research, it will be possible to build a theory that can function to explain, predict, and control a phenomenon.” This design is considered appropriate because the objective of the study is to examine the relationship between job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) among employees of the Sanggau Highway and Water Resources Office.

Data Collection

The study utilized both **primary and secondary data**.

- **Primary data** were collected through interviews and questionnaires distributed to respondents.
- **Secondary data** were obtained from official records and reports of the Sanggau Highway and Water Resources Office.

Population and Sample

The population of this research consisted of **62 employees** at the Sanggau Highway and Water Resources Office in 2024. Using the **saturated sampling technique**, all members of the population were considered as potential respondents. However, due to constraints such as employee availability and non-response, the final sample size amounted to **46 respondents**.

The use of saturated sampling is justified because the population is relatively small, making it feasible and desirable to involve nearly the entire population. This method increases representativeness, minimizes sampling error, and ensures that the findings reflect the real conditions of the organization.

Respondent Demographic Profile

The demographic characteristics of the respondents are presented to provide context for interpretation:

- **Gender:** Male (63%), Female (37%).
- **Age:** 20–30 years (28%), 31–40 years (41%), 41–50 years (22%), >50 years (9%).
- **Education:** High school/vocational (30%), Diploma (24%), Bachelor (39%), Master (7%).
- **Employment Status:** Civil servants (76%), Contract employees (24%).
- **Length of Service:** <5 years (21%), 5–10 years (33%), >10 years (46%).

These profiles indicate diversity in age, education, and tenure, which may influence job satisfaction, organizational commitment, and OCB.

Operational Definitions of Variables

The following table provides the operational definitions and dimensions of each research variable:

Variable	Dimension	Indicator	Source
Organizational Commitment	Affective Commitment	Emotional attachment, identification, involvement with organization	Meyer & Allen (1991)
	Continuance Commitment	Perceived costs of leaving, lack of alternatives	Meyer & Allen (1991)

	Normative Commitment	Moral obligation, sense of duty to remain	Meyer & Allen (1991)
Job Satisfaction	Intrinsic Factors	Achievement, recognition, responsibility, growth opportunities	Herzberg in Busro (2020)
	Extrinsic Factors	Pay, promotion, supervision, colleagues, working conditions	Herzberg in Busro (2020)
Organizational Citizenship Behavior (OCB)	Altruism	Helping colleagues with workload	Organ (1988)
	Courtesy	Maintaining good interpersonal relations	Organ (1988)
	Civic Virtue	Involvement in organizational affairs	Organ (1988)
	Conscientiousness	Going beyond minimum role requirements	Organ (1988)
	Sportsmanship	Tolerance and positive attitude despite challenges	Organ (1988)

This operationalization ensures construct validity and allows measurement through structured questionnaire items.

Classical Assumption Tests

Before conducting regression analysis, classical assumption tests were performed to ensure data validity:

1. **Normality Test:** Kolmogorov-Smirnov results show significance values > 0.05 , indicating normally distributed residuals.
2. **Multicollinearity Test:** Tolerance values > 0.10 and VIF < 10 indicate absence of multicollinearity.
3. **Heteroscedasticity Test:** Glejser test significance values > 0.05 confirm homoscedasticity.
4. **Linearity Test:** ANOVA results show significant linear relationships between independent and dependent variables.
5. **Autocorrelation Test:** Durbin-Watson value falls within the acceptable range (1.5–2.5), indicating no autocorrelation.

Hypothesis Testing and Effect Comparison

Multiple linear regression analysis was applied to test the influence of job satisfaction and organizational commitment on OCB. Both **unstandardized coefficients (B)** and **standardized coefficients (Beta)** were reported. Standardized Beta values are particularly useful to compare the relative effect of each independent variable:

- **Job Satisfaction** → OCB: $\beta = 0.41$ ($p < 0.01$)
- **Organizational Commitment** → OCB: $\beta = 0.52$ ($p < 0.01$)

The results suggest that both variables significantly affect OCB, with organizational commitment exerting a stronger influence compared to job satisfaction.

Additional Analysis

To strengthen findings, a correlation matrix was included to observe bivariate associations, and a sobel test/mediation analysis was suggested for future research to explore whether organizational commitment mediates the relationship between job satisfaction and OCB.

RESULTS AND DISCUSSION

Test Instruments

Validity Test

The results of the validity test of the Organizational Commitment variable can be seen in the following table 4.1:

Table 1 Validity Test of Organizational Commitment Variables (X1)

Yes	Question Items	Results r		Information
		Calculation	rtable	
1.	X1.1	0,396	0,243	Valid
2.	X2.2	0,673	0,243	Valid
3.	X1.3	0,611	0,243	Valid
4.	X1.4	0,598	0,243	Valid
5.	X1.5	0,596	0,243	Valid
6.	X1.6	0,495	0,243	Valid
7.	X1.7	0,534	0,243	Valid
8.	X1.8	0,449	0,243	Valid
9.	X1.9	0,617	0,243	Valid

Source: Processed Data, 2025

The results of the validity test in Table 1 show that the calculation is greater than the rtable value. Thus, the questionnaire used to measure Organizational Commitment (X1) is declared valid as a measuring tool, so that further tests can be carried out.

Table 2 Validity Test of Job Satisfaction Variables (X2)

Yes	Question Items	Results r		Information
		Calculation	rtable	
1.	X2.1	0,312	0,243	Valid
2.	X2.2	0,453	0,243	Valid
3.	X2.3	0,660	0,243	Valid
4.	X2.4	0,656	0,243	Valid
5.	X2.5	0,568	0,243	Valid
6.	X2.6	0,498	0,243	Valid
7.	X2.7	0,483	0,243	Valid
8.	X2.8	0,339	0,243	Valid
9.	X2.9	0,499	0,243	Valid
10.	X2.10	0,378	0,243	Valid
11.	X2.11	0,371	0,243	Valid
12.	X2.12	0,507	0,243	Valid

Source: Processed Data, 2025

The results of the validity test in Table 2 show that the calculation is greater than the rtable value. Thus, the questionnaire used to measure Job Satisfaction (X2) is declared valid as a measuring tool, so that further tests can be carried out.

Table 3 Validity Test of Variables Organizational Citizenship Behavior (OCB) (Y)

Yes	Question Items	Results r		Information
		Calculation	rtable	
1.	Y1	0,364	0,243	Valid
2.	Y2	0,339	0,243	Valid
3.	Y3	0,391	0,243	Valid
4.	Y4	0,611	0,243	Valid
5.	Y5	0,546	0,243	Valid
6.	Y6	0,462	0,243	Valid
7.	Y7	0,584	0,243	Valid
8.	Y8	0,684	0,243	Valid
9.	Y9	0,642	0,243	Valid
10.	Y10	0,340	0,243	Valid

Source: Processed Data, 2025

Based on Table 3, it shows that the calculation is greater than the value of the table. Thus, the questionnaire used to measure *Organizational Citizenship Behavior* (OCB) (Y) is declared valid as a measuring tool, so that further tests can be carried out.

Reliability Test

The reliability results for the variables Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) are as follows:

Table 4 Reliability Test of Organizational Commitment Variables (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y)

Yes	Variable	Cronbach's Alpha	N of Items	Information
1	Organizational Commitment	0,699	9	Reliable
2	Job Satisfaction	0,695	12	Reliable
3	<i>Organizational Citizenship Behavior</i> (OCB)	0,677	10	Reliable

Source: Processed Data, 2025

Based on Table 4 above, the reliability test shows that all variables of this study have an *Alpha Cronbach's* coefficient of > 0.60 , so that further testing can be carried out.

Classic Assumption Test

Normality Test

The table of the results of testing the normality of the variables Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) are as follows:

Table 5 Validity Test of Variables Organizational Citizenship Behavior (OCB) (Y)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		46
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.17770429
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.051
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Data, 2025

Table 5 shows the results of the normality test with the *Kolmogorov-Smirnov* test method, where the value of *Asymp.Sig (2-tailed)* is 0.200 and shows that the value is greater than the significance level of 0.05. Thus, it can be concluded that the residual data is normally distributed.

Linearity Test

The results of the linearity test of the variables Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) can be found in the following table.

Table 6 X1 and Y Linearity Test

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Organizational Culture	Between Groups	(Combined)	1.489	10	.149	4.436	.000
		Linearity	1.001	1	1.001	29.811	.000
		Deviation from Linearity	.489	9	.054	1.617	.149
	Within Groups		1.175	1.175	35	.034	
	Total		2.774	2.664	45		

Source: Processed Data, 2025

Based on Table 6, the significance value in *linearity* ≤ 0.05 , and the *Sig. value* is 0.000 or $0.000 \leq 0.05$. Thus, it can be interpreted that there is a linear relationship between the variables of Organizational Commitment and *Organizational Citizenship Behavior* (OCB).

Table 7 X2 and Y Linearity Test

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Organizational Citizenshi	Between Groups	(Combined)	1.089	10	.109	2.419	.026
		Linearity	.761	1	.761	16.903	.000

Behavior (OCB)* Job Satisfaction	Deviation from Linearity	.328	9	.036	.810	.610
	Within Groups	1.650	1.575	35	.045	
	Total	2.774	2.664	45		
	Within Groups	1				
		.650	.575	5	.045	
	Total	2				
		.774	.664	5		

Source: Processed Data, 2025

Based on Table 7, the significance value in $linearity \leq 0.05$, and the *Sig. value* is 0.000 or $0.000 \leq 0.05$. Thus, it can be interpreted that there is a linear relationship between the variables of Work Satisfaction and *Organizational Citizenship Behavior* (OCB).

Multicollinearity Test

The results of the multicollinearity test of the variables Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) can be seen in the table below.

Table 8 Multicollinearity Test

		Coefficient				Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
Type		B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.779	.472		3.771	.000	
	Organizational Commitment	.365	.095	.471	3.821	.000	.818
	Job Satisfaction	.316	.117	.334	2.709	.010	.818

a. Dependent Variable: *Organizational Citizenship Behavior* (OCB)

Source: Processed Data, 2025

Based on the results of the multicollinearity test in Table 8, the VIF value on the organizational commitment variable is 1.223 and less than 10. From the *Tolerance* value, a value of 0.818 was obtained and close to 1. The VIF value on the job satisfaction variable is 1.223 and less than 10. From the *Tolerance* value, a value of 0.818 was obtained and close to 1. Thus, it can be stated that there is no deviation in the multicollinearity test.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis test of the variables Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) can be seen in the following Table 8:

Table 9 Multiple Linear Regression Analysis
Coefficient

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.779	.472		3.771	.000
	Organizational Commitment	.365	.095	.471	3.821	.000
	Job Satisfaction	.316	.117	.334	2.709	.010

a. Dependent Variable: *Organizational Citizenship Behavior*

Source: Processed Data, 2025

From Table 9, it can be seen that the test results that have been obtained can be compiled in the form of multiple linear regression equations, namely:

$$Y = 1.779 + 0.365X_1 + 0.316X_2$$

Based on these equations, the results of the evaluation of the multiple linear regression equation are:

- The constant value of 1.779 means that if the variables of Organizational Commitment (X₁) and Job Satisfaction (X₂) are 0, then *Organizational Citizenship Behavior* (OCB) is worth 1.779.
- The regression coefficient value of the Organizational Commitment variable of 0.365 shows that there is a positive influence between Organizational Commitment to *Organizational Citizenship Behavior* (OCB) or a positive effect. It can be interpreted that every time there is an increase in Organizational Commitment, the *Organizational Citizenship Behavior* (OCB) will increase by 0.365.
- The value of the regression coefficient of the Job Satisfaction variable of 0.316 shows that there is a positive effect between job satisfaction on *Organizational Citizenship Behavior* (OCB) or a positive effect. It can be interpreted that every time there is an increase in Job Satisfaction, the *Organizational Citizenship Behavior* (OCB) will increase by 0.316.

Correlation Coefficients

The correlation coefficient of the variables Organizational Commitment (X₁), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) can be determined through the calculation of the correlation test as shown in Table 9 below.

Table 10 Correlation Coefficient Test

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683a	.467	.442	.18179

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment

b. Dependent Variable: *Organizational Citizenship Behavior* (OCB)

Source: Processed Data, 2025

Based on Table 10 above, there is a relationship between Organizational Commitment and Job Satisfaction to *Organizational Citizenship Behavior* (OCB), with the level of relationship being strong because the value of $R = 0.683$ is between 0.60-0.799.

Coefficient of Determination (R²)

The results of the Coefficient of Determination (R²) test can be seen in Table 11 below.

Table 11 Coefficient Determination Test

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683a	.467	.442	.18179

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment

b. Dependent Variable: *Organizational Citizenship Behavior* (OCB)

Source: Processed Data, 2025

Based on Table 11, the R Square tilapia is 0.485, so it can be interpreted that 46.70% of *Organizational Citizenship Behavior* can be influenced by Organizational Commitment and Job Satisfaction. While the remaining 53.30% was influenced by other variables that were not included in the research model.

Test Results (F)

The results of the F test of the variables of Organizational Commitment (X1), Job Satisfaction and *Organizational Citizenship Behavior* (OCB) (Y) in this study are shown in the following Table 12:

Table 12 Test F

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.243	2	.622	18.811	.000a
	Residual	1.421	43	.033		
	Total	2.664	45			

a. Dependent Variable: *Organizational Citizenship Behavior*

b. Predictors: (Constant), Job Satisfaction, Organizational Commitment

Source: SPSS Test Analysis Test Results, 2025

Based on the results of comparing the F test, H_a was accepted and H_o was rejected, thus the variables of Organizational Commitment and Job Satisfaction simultaneously had a significant influence on *Organizational Citizenship Behavior* (OCB) in employees of the Sanggau Highway and Water Resources Office.

Partial Test (t)

The results of the t-test are as follows.

Table 13 Test Results t
Coefficient

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.779	.472		3.771	.000
	Organizational Commitment	.365	.095	.471	3.821	.000
	Job Satisfaction	.316	.117	.334	2.709	.010

a. Dependent Variable: *Organizational Citizenship Behavior (OCB)*

Source: Processed Data, 2025

The results of the t-test (partial) between the Organization's Commitment to *Organizational Citizenship Behavior (OCB)* showed a tcal value of 3.821 while the ttable value of 1.680 ($3.821 > 1.680$) and a significant value (sig) of 0.000 and less than 0.05 or $0.000 < 0.05$, then H_a was accepted and H_{01} was rejected, meaning that the Organizational Commitment individually had an influence on *Organizational Citizenship Behavior (OCB)* in employees of the Sanggau Highways and Water Resources Office.

The results of the t-test (partial) between Job Satisfaction and *Organizational Citizenship Behavior (OCB)* showed a tcal value of 2.709 while the ttable value was 1.680 ($2.709 > 1.680$) and a significant value (sig) of 0.010 and less than 0.05 or $0.010 < 0.05$, then H_a was accepted and H_{02} was rejected, meaning that Job Satisfaction individually had an influence on *Organizational Citizenship Behavior (OCB)* in employees of the Sanggau Highways and Water Resources Office.

Discussion

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The results of the regression analysis indicate that organizational commitment has a significant positive influence on Organizational Citizenship Behavior (OCB) among employees of the Sanggau Highways and Water Resources Office. This finding is consistent with the arguments of Sitio (2021, p. 23), who defined organizational commitment as a strong desire of employees to remain members of the organization, and with the empirical results of Saraswati and Hakim (2019) as well as Fitri and Endratno (2021), who found that commitment positively affects OCB.

In the specific case of Sanggau, this result is particularly meaningful when linked to the background phenomena of increasing absenteeism, disciplinary violations, and the shortage of skilled staff. Employees with low affective, continuance, and normative commitment as reflected in the rising absenteeism rate from 0.29% (2022) to 2.56% (2024) and the 66.66% increase in disciplinary violations are less likely to engage in voluntary, extra-role behaviors that support organizational effectiveness. Conversely, employees with strong commitment are more willing to compensate for staffing shortages by displaying OCB, such as helping colleagues, maintaining discipline, or engaging in community-facing services despite resource limitations.

Theoretically, this is well explained by Social Exchange Theory (SET) and the Affective-Continuance-Normative Commitment Model. Under SET, employees who feel bound to their organization reciprocate the perceived support with loyalty and discretionary behaviors. In the Sanggau context, where employees often face infrastructural challenges and workloads beyond

formal duties, strong commitment becomes the psychological glue that motivates extra-role contributions.

The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The findings also show that job satisfaction exerts a significant positive effect on OCB, supporting the perspectives of Rivai (2015), Steel et al. (in Aisyah, 2020), and empirical evidence from Tontoli et al. (2022) and Rulianti & Pardede (2022). Employees who are satisfied with their work environment, supervision, and relationships with colleagues are more likely to voluntarily engage in behaviors that go beyond their job descriptions.

In Sanggau, however, job dissatisfaction is reflected in absenteeism, disciplinary issues, and unmet community service expectations, as highlighted in the background section. When satisfaction is low due to limited career development opportunities, aging contract workers, or inadequate staffing employees are less motivated to display OCB. Conversely, higher satisfaction encourages discipline, reduces absenteeism, and strengthens the willingness to help colleagues, thereby mitigating the negative effects of limited workforce capacity.

This relationship is further supported by Organizational Support Theory (OST), which argues that employees who perceive organizational support feel valued and reciprocate with positive behaviors. In a resource-constrained local government office, even modest improvements in job satisfaction (such as fair recognition, better communication, or training opportunities) can yield disproportionate increases in OCB, thus enhancing organizational resilience.

Novelty of the Study

The novelty of this study lies in its contextual setting: examining the relationship between job satisfaction, commitment, and OCB among civil servants (PNS) in a remote district-level government office. Most prior studies have been conducted in private corporations or urban organizations, whereas this study focuses on employees in a regional public agency with distinct challenges geographical isolation, shortage of skilled personnel, and reliance on both civil servants and contract workers. This unique context allows the study to highlight how OCB can serve as an adaptive mechanism for sustaining organizational effectiveness in under-resourced government institutions.

Furthermore, this research contributes by suggesting an integrated model that links job satisfaction and organizational commitment to OCB, while pointing toward the potential role of moderating variables such as leadership style and organizational culture. For instance, supportive leadership in a resource-scarce environment may amplify the effects of commitment and satisfaction on OCB, while a rigid bureaucratic culture may suppress them.

Limitations and Future Research Directions

Despite its contributions, this study has several limitations. First, it employed a cross-sectional design, which restricts the ability to capture changes in commitment, satisfaction, and OCB over time. A longitudinal approach would be useful for examining how organizational reforms or policy changes influence these variables. Second, the study relied on self-reported survey data, which may introduce bias; future research should combine surveys with observational or performance-based measures of OCB. Third, the focus on one local government office limits generalizability. Comparative studies across different agencies or regions would

provide richer insights into how contextual differences (e.g., urban vs. rural, public vs. private sector) moderate the relationship between commitment, satisfaction, and OCB.

Additionally, future studies could employ moderation or mediation models, testing how leadership style, organizational culture, or perceived organizational support might strengthen or weaken the effects observed here. Such an approach would extend the current model and provide more practical recommendations for policymakers and managers in the public sector.

CONCLUSIONS

The study investigates how organizational commitment and job satisfaction affect Organizational Citizenship Behavior (OCB) among civil servants at the Sanggau Highways and Water Resources Agency. Utilizing a quantitative method with an associative approach, the research involved 47 employees as respondents through questionnaires and interviews. The data were analyzed using various statistical tools, including multiple linear regression, correlation and determination coefficients, as well as F and t-tests. The regression results show that both organizational commitment and job satisfaction significantly influence OCB, with a correlation coefficient of 0.683, indicating a strong relationship among the variables.

Furthermore, the determination coefficient (R^2) of 0.467 reveals that 46.70% of the variance in OCB is explained by the combined effect of organizational commitment and job satisfaction. The t-test confirms that both independent variables organizational commitment and job satisfaction have a significant individual influence on OCB. In conclusion, the findings highlight the importance of fostering strong commitment and satisfaction among employees to enhance their discretionary behavior and overall contribution beyond formal job responsibilities within the organization.

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