

The Effect of Job Satisfaction on Organizational Citizenship Behavior: The Mediating Role of Organizational Commitment among Nurses in a Hospital

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Abstrak

Penelitian ini bertujuan untuk menguji pengaruh kepuasan kerja terhadap *Organizational Citizenship Behavior* (OCB) dengan komitmen organisasi sebagai variabel mediasi pada perawat Rumah Sakit Santo Antonius Pontianak. Penelitian menggunakan pendekatan kuantitatif eksplanatori dengan melibatkan 64 perawat sebagai responden. Data dianalisis menggunakan PLS-SEM dengan WarpPLS 8.0. Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh signifikan terhadap komitmen organisasi dan OCB. Komitmen organisasi juga berpengaruh signifikan terhadap OCB serta memediasi hubungan antara kepuasan kerja dan OCB. Temuan ini menunjukkan bahwa perilaku *extra-role* perawat dipengaruhi secara langsung oleh pengalaman kerja yang positif maupun secara tidak langsung melalui keterikatan terhadap organisasi. Penelitian ini memperkuat penerapan *Social Exchange Theory* dan *Conservation of Resources Theory* dalam konteks layanan kesehatan. Secara praktis, manajemen rumah sakit perlu meningkatkan kepuasan kerja perawat untuk memperkuat komitmen organisasi dan mendorong OCB.

Kata Kunci: kepuasan kerja; komitmen organisasi; perilaku kewargaan organisasi; perawat; layanan kesehatan

Abstract

This study examines the effect of job satisfaction on Organizational Citizenship Behavior (OCB) with organizational commitment as a mediating variable among nurses at Santo Antonius General Hospital Pontianak. Using a quantitative explanatory approach, data were collected from 64 nurses and analyzed using PLS-SEM with WarpPLS 8.0. The results show that job satisfaction significantly affects organizational commitment and OCB. Organizational commitment also has a significant effect on OCB and partially mediates the relationship between job satisfaction and OCB. The findings indicate that nurses' extra-role behaviors are influenced both directly by positive work experiences and indirectly through organizational attachment. This study strengthens the application of Social Exchange Theory and Conservation of Resources Theory in the healthcare context. Practically, the findings suggest that hospital management should improve nurses' job satisfaction to enhance organizational commitment and OCB.

Keywords: *job satisfaction; organizational commitment; organizational citizenship behavior; nurses; healthcare.*

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INTRODUCTION

Hospitals play a vital role as frontline institutions in delivering healthcare services to society. In addition to advanced medical facilities and technology, the effectiveness of healthcare services is highly dependent on human resources, particularly nurses who directly interact with patients. In high-pressure environments such as emergency departments, nurses are required not only to perform their formal duties but also to demonstrate flexibility, cooperation, and proactive behavior.

One important construct that reflects such discretionary behavior is Organizational Citizenship Behavior (OCB), defined as voluntary actions that go beyond formal job requirements and contribute to organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). In healthcare settings, OCB is critical because it enhances teamwork, improves patient care, and supports overall service quality (Sesen & Basim, 2021; Liu et al., 2021).

Despite its importance, fostering OCB remains a challenge, particularly in healthcare organizations characterized by high workload, emotional exhaustion, and time pressure. Prior studies indicate that job satisfaction is one of the most important antecedents of OCB (Ilies et al., 2009; Organ, 2018). Job satisfaction refers to a positive emotional state resulting from the evaluation of one's job (Robbins & Judge, 2015). Employees who are satisfied with their jobs tend to exhibit positive attitudes and are more likely to engage in extra-role behaviors as a form of reciprocity, consistent with Social Exchange Theory (Blau, 1964). Empirical studies also support that job satisfaction has a positive and significant effect on OCB (Darmawati et al., 2013; Barlian, 2016).

However, the relationship between job satisfaction and OCB is not always direct. Organizational commitment is often considered an important psychological mechanism that links employee attitudes to behavior. Organizational commitment refers to the emotional attachment, identification, and involvement of employees with their organization (Meyer & Allen, 1991). Employees who are satisfied with their work are more likely to develop strong commitment, which in turn encourages them to contribute beyond formal requirements. Previous studies confirm that organizational commitment significantly influences OCB (Widayanti & Farida, 2016; Fanani et al., 2016).

Recent studies (2020–2025) further emphasize that the relationship between job satisfaction and OCB is frequently mediated by organizational commitment (Boakye & Meng, 2021; Raza et al., 2021). This mechanism can also be explained by Conservation of Resources (COR) theory, which suggests that positive work experiences enhance psychological resources such as commitment, leading to positive behavioral outcomes (Hobfoll, 1989).

Although previous research has explored these relationships, several gaps remain. First, empirical studies focusing specifically on nurses in emergency departments are still limited, despite their unique work characteristics. Second,

evidence from developing countries, particularly Indonesia, remains underexplored. Third, the mediating role of organizational commitment in the healthcare context requires further validation using robust analytical techniques such as PLS-SEM.

Therefore, this study aims to examine the effect of job satisfaction on Organizational Citizenship Behavior (OCB), with organizational commitment as a mediating variable among nurses in a regional hospital.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job Satisfaction and OCB

Job satisfaction reflects an individual's overall evaluation of their job experience, including aspects such as the nature of the work, supervision, coworkers, compensation, and working conditions (Robbins & Judge, 2015). Employees with high job satisfaction tend to demonstrate positive attitudes and behaviors toward their organization.

From the perspective of Social Exchange Theory (Blau, 1964), employees reciprocate favorable working conditions by engaging in behaviors that benefit the organization, including OCB. Empirical studies have consistently found that job satisfaction is positively associated with OCB (Ilies et al., 2009; Tufail et al., 2022). In the healthcare context, satisfied nurses are more likely to assist colleagues, provide better patient care, and engage in cooperative behaviors. Previous studies also support that job satisfaction significantly influences OCB (Darmawati et al., 2013; Barlian, 2016).

H1: Job satisfaction has a positive and significant effect on OCB.

Job Satisfaction and Organizational Commitment

Organizational commitment refers to the psychological attachment of employees to their organization, encompassing affective, continuance, and normative components (Meyer & Allen, 1991). Employees who are satisfied with their jobs tend to develop stronger emotional attachment and loyalty toward their organization.

According to Conservation of Resources (COR) theory (Hobfoll, 1989), positive work experiences enhance employees' psychological resources, including commitment. Empirical studies confirm that job satisfaction significantly affects organizational commitment (Meyer et al., 2002; Boakye & Meng, 2021; Sitorus et al., 2022). Employees with higher job satisfaction are more likely to remain in the organization and contribute to its success.

H2: Job satisfaction has a positive and significant effect on organizational commitment.

Organizational Commitment and OCB

Organizational commitment plays a crucial role in shaping employee behavior. Employees who are emotionally attached to their organization are more likely to engage in behaviors that support organizational goals, including OCB. Meta-analytic studies show that organizational commitment is positively related to OCB (Podsakoff

et al., 2000; Meyer et al., 2002). Recent studies in the healthcare sector also confirm this relationship (Liu et al., 2021; Yousef, 2022). Committed employees tend to demonstrate higher levels of cooperation, responsibility, and initiative, which contribute to organizational effectiveness.

H3: Organizational commitment has a positive and significant effect on OCB.

Mediating Role of Organizational Commitment

The relationship between job satisfaction and OCB can be explained through the mediating role of organizational commitment. Job satisfaction fosters emotional attachment to the organization, which in turn encourages employees to engage in extra-role behaviors. This mediation mechanism is supported by both Social Exchange Theory and empirical findings (Raza et al., 2021; Sengkey et al., 2018). Employees who are satisfied with their jobs tend to internalize their positive experiences as commitment, which then translates into OCB.

H4: Organizational commitment mediates the effect of job satisfaction on OCB.

RESEARCH METHODOLOGY

This study adopts a quantitative, explanatory research design aimed at examining the causal relationships between job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB). The quantitative approach is appropriate as it enables the testing of theoretically derived hypotheses using statistical analysis.

The research was conducted at Santo Antonius General Hospital in Pontianak, a major referral hospital in West Kalimantan. The focus of the study is on nurses working in the emergency department, which is characterized by high workload, time pressure, and critical decision-making demands. The population consists of all nurses in the emergency unit, totaling 68 individuals. Given the relatively small population size, this study employs a census sampling technique, where all members of the population are included as respondents.

Data were collected using a structured questionnaire adapted from established and validated measurement scales. Job satisfaction was measured using an adapted version of the Job Satisfaction Survey developed by Spector (1997), which captures various aspects of job satisfaction including the nature of work, supervision, coworkers, compensation, and working conditions. Organizational commitment was measured based on the three-component model proposed by Meyer and Allen (1991), focusing on affective and continuance commitment. Organizational Citizenship Behavior (OCB) was measured using indicators developed by Organ (1988) and further refined by Podsakoff et al. (2000), including dimensions such as altruism, conscientiousness, courtesy, and civic virtue.

All items were adapted into Indonesian and contextualized to reflect the working conditions of nurses. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with WarpPLS 8.0. This method is suitable for small sample sizes and complex models involving mediation. The analysis includes evaluation of the measurement model through convergent validity ($AVE > 0.50$) and composite reliability ($CR > 0.70$), as well as evaluation of the structural model through path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and mediation testing using bootstrapping procedures.

RESULTS

This study analyzed data collected from 64 nurses working in the emergency department of Santo Antonius General Hospital, Pontianak. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with WarpPLS 8.0.

The analysis consisted of two main stages, namely the evaluation of the measurement model and the structural model. The measurement model assessment aimed to ensure the validity and reliability of the constructs, while the structural model assessment examined the relationships among latent variables and tested the proposed hypotheses.

Measurement Model Evaluation

The measurement model was evaluated through convergent validity, discriminant validity, and reliability assessments. Several indicators with low loadings and problematic cross-loadings were removed iteratively to improve construct quality and overall model adequacy. The final model retained 20 indicators distributed across three latent variables.

Table 1 presents the results of convergent validity and reliability testing, including indicator loadings, composite reliability, Cronbach’s alpha, and Average Variance Extracted (AVE).

Table 1. Convergent Validity and Reliability Results

Construct	Indicator	Loading	CR	Cronbach’s Alpha	AVE
Job Satisfaction	X1.1	0.858	0.926	0.903	0.677
	X1.2	0.879			
	X1.4	0.833			
	X1.6	0.690			
	X1.7	0.805			
	X1.8	0.857			
Organizational Commitment	X2.1	0.794	0.935	0.920	0.646
	X2.2	0.660			
	X2.3	0.756			
	X2.4	0.743			
	X2.5	0.914			
	X2.6	0.853			
	X2.7	0.878			
	X2.8	0.804			

OCB	X3.1	0.756	0.928	0.905	0.686
	X3.2	0.624			
	X3.4	0.910			
	X3.5	0.913			
	X3.6	0.915			
	X3.7	0.812			

Source: WarpPLS output, processed data (2026).

The results indicate that all retained indicators had statistically significant loadings ($p < 0.001$), supporting convergent validity. Most indicators exceeded the recommended loading threshold of 0.70, while several indicators slightly below the threshold were retained because they remained theoretically relevant and did not substantially reduce construct reliability. In addition, all constructs achieved composite reliability values above 0.70 and Cronbach’s alpha values above 0.70, indicating strong internal consistency reliability. The AVE values ranged from 0.646 to 0.686, exceeding the recommended threshold of 0.50 and confirming adequate convergent validity. Discriminant validity was assessed using the Fornell–Larcker criterion. The results are presented in Table 2.

Table 2. Discriminant Validity (Fornell–Larcker Criterion)

Construct	JS	OC	OCB
Job Satisfaction (JS)	0.823	0.830	0.716
Organizational Commitment (OC)	0.830	0.804	0.687
Organizational Citizenship Behavior (OCB)	0.716	0.687	0.828

Source: WarpPLS output, processed data (2026).

Table 2 shows that most constructs met the recommended discriminant validity criterion, where the square root of AVE exceeded the correlations between constructs. However, the correlation between job satisfaction and organizational commitment was slightly higher than the square root of AVE values of the respective constructs. This finding indicates a close association between the two constructs, which is theoretically reasonable because both represent closely related attitudinal constructs in organizational behavior research. In healthcare settings, particularly among nurses working in high-pressure environments, employees’ satisfaction with their work is often strongly associated with emotional attachment and loyalty toward the organization.

Additional indicator purification was tested to further improve discriminant validity. However, removing additional indicators weakened the structural relationships and reduced the explanatory power of the mediation model. Therefore, the final model was retained based on theoretical robustness, acceptable measurement quality, and overall model adequacy. The overall model fit indices are presented in Table 3.

Table 3. Model Fit and Quality Indices

Indicator	Value	Criteria	Result
APC	0.537 (p < 0.001)	p < 0.05	Good
ARS	0.625 (p < 0.001)	p < 0.05	Good
AARS	0.615 (p < 0.001)	p < 0.05	Good
AVIF	3.083	≤ 5	Acceptable
AFVIF	3.093	≤ 5	Acceptable
GoF	0.647	≥ 0.36	Large
SPR	1.000	≥ 0.70	Ideal
RSCR	1.000	≥ 0.90	Ideal
SSR	1.000	≥ 0.70	Ideal
NLBCDR	1.000	≥ 0.70	Ideal

Source: WarpPLS output, processed data (2026).

Overall, the measurement model demonstrated acceptable validity, reliability, and model fit, indicating that the constructs were appropriate for further structural model analysis.

Structural Model Evaluation

After confirming the adequacy of the measurement model, the structural model was evaluated to test the proposed hypotheses. Figure 1 presents the final structural model generated using WarpPLS 8.0.

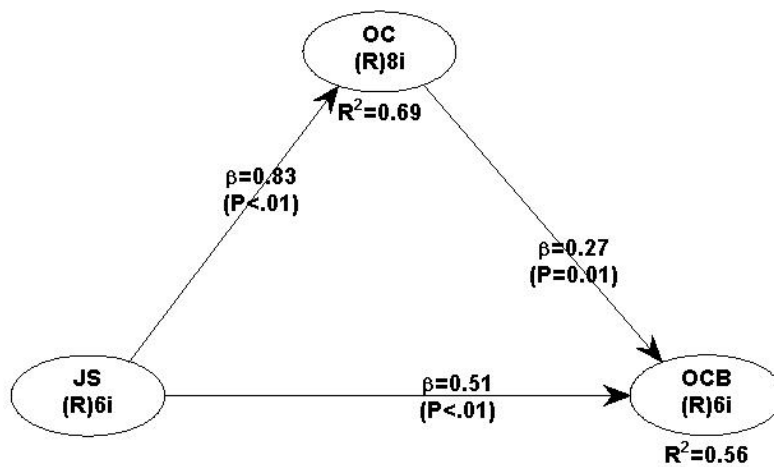


Figure 1. Structural Model Results

The hypothesis testing results are presented in Table 4.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	p-value	Result
H1	Job Satisfaction → OCB	0.514	<0.001	Supported
H2	Job Satisfaction → Organizational Commitment	0.831	<0.001	Supported
H3	Organizational Commitment → OCB	0.265	0.012	Supported

Source: WarpPLS output, processed data (2026).

The findings reveal that job satisfaction has a positive and significant effect on organizational commitment ($\beta = 0.831, p < 0.001$). This result indicates that nurses with higher levels of job satisfaction tend to develop stronger emotional attachment and loyalty toward the hospital.

Job satisfaction also has a positive and significant direct effect on Organizational Citizenship Behavior ($\beta = 0.514, p < 0.001$). This finding suggests that nurses who experience positive work conditions are more likely to engage in discretionary behaviors such as helping coworkers, supporting organizational activities, and maintaining service quality beyond formal job requirements.

Furthermore, organizational commitment positively influences OCB ($\beta = 0.265, p = 0.012$). Although the magnitude of the effect is smaller than the direct effect of job satisfaction, the relationship remains statistically significant, indicating that employees with stronger organizational attachment are more likely to exhibit extra-role behaviors.

The explanatory power of the model was assessed using the coefficient of determination (R^2), as shown in Table 5.

Table 5. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Interpretation
Organizational Commitment	0.691	Strong
OCB	0.559	Moderate-Strong

Source: WarpPLS output, processed data (2026).

The results indicate that job satisfaction explains 69.1% of the variance in organizational commitment. Meanwhile, job satisfaction and organizational commitment jointly explain 55.9% of the variance in OCB, indicating substantial explanatory power of the proposed model. The mediation effect of organizational commitment was further examined using indirect effect analysis. The results are presented in Table 6.

Table 6. Indirect Effect Testing

Indirect Relationship	Indirect Effect	p-value	Result
Job Satisfaction → Organizational Commitment → OCB	0.221	0.005	Significant

Source: WarpPLS output, processed data (2026).

The indirect effect of job satisfaction on OCB through organizational commitment was found to be significant ($\beta = 0.221, p = 0.005$). Since both the direct and indirect effects are significant, organizational commitment can be classified as a partial mediator in the relationship between job satisfaction and OCB.

Overall, the structural model demonstrates that job satisfaction plays a central role in strengthening both organizational commitment and Organizational Citizenship Behavior among nurses.

The findings of this study demonstrate that job satisfaction significantly influences organizational commitment among nurses. This result supports previous studies suggesting that employees who experience positive work conditions, supportive supervision, and satisfying work environments are more likely to develop emotional attachment and loyalty toward their organization (Meyer & Allen, 1991; Boakye & Meng, 2021). In healthcare organizations, nurses who feel satisfied with their work tend to perceive the hospital not only as a workplace but also as an important part of their professional identity.

The study also found that job satisfaction has a direct and significant effect on Organizational Citizenship Behavior (OCB). This finding is consistent with Social Exchange Theory (Blau, 1964), which explains that employees reciprocate favorable treatment through positive discretionary behaviors. Nurses who are satisfied with their jobs are more willing to assist coworkers, support organizational activities, and provide services beyond formal requirements. This result aligns with previous studies by Organ (2018), Sesen and Basim (2021), and Tufail et al. (2022), which found that satisfied employees tend to exhibit stronger extra-role behaviors.

Another important finding is that organizational commitment positively affects OCB. Nurses with stronger emotional attachment to the hospital are more likely to voluntarily contribute to organizational effectiveness. This finding supports previous studies indicating that committed employees tend to demonstrate altruism, conscientiousness, and cooperative behaviors that benefit the organization (Podsakoff et al., 2000; Yousef, 2022).

The mediation analysis further revealed that organizational commitment partially mediates the relationship between job satisfaction and OCB. This finding suggests that job satisfaction not only directly encourages nurses to engage in OCB but also indirectly strengthens such behaviors through increased organizational commitment. The result is consistent with previous research emphasizing that commitment acts as an important psychological mechanism linking employee attitudes and behaviors (Raza et al., 2021).

Interestingly, the direct effect of job satisfaction on OCB was found to be stronger than the indirect effect through organizational commitment. This indicates that nurses' discretionary behaviors are influenced more strongly by their immediate work experiences and satisfaction than by long-term organizational attachment. In high-pressure healthcare environments such as emergency departments, nurses may demonstrate helping behaviors and teamwork primarily because they experience supportive work conditions and positive interpersonal relationships, even when organizational attachment is still developing.

Although the discriminant validity assessment showed a slight overlap between job satisfaction and organizational commitment, this result remains theoretically understandable because both constructs represent closely related attitudinal dimensions. In healthcare contexts, employees who feel satisfied with their work often simultaneously develop emotional attachment and loyalty toward their

organization. Therefore, the close empirical relationship between the two constructs reflects the contextual realities of nurses' work experiences rather than a fundamental conceptual problem.

From a practical perspective, the findings suggest that hospital management should prioritize strategies aimed at improving nurses' job satisfaction, including supportive leadership, fair compensation, effective communication, and healthy work environments. Such efforts can directly enhance both organizational commitment and Organizational Citizenship Behavior, ultimately contributing to improved healthcare service quality.

CONCLUSION

This study concludes that job satisfaction significantly influences both organizational commitment and Organizational Citizenship Behavior (OCB) among nurses at Santo Antonius General Hospital Pontianak. Nurses who experience higher levels of job satisfaction tend to develop stronger commitment toward the organization and are more willing to engage in extra-role behaviors that support organizational effectiveness.

The findings also confirm that organizational commitment positively influences OCB and partially mediates the relationship between job satisfaction and OCB. However, the direct effect of job satisfaction on OCB was stronger than the indirect effect through organizational commitment, indicating that immediate work experiences remain highly influential in shaping nurses' discretionary behaviors.

The study contributes theoretically by strengthening the application of Social Exchange Theory and Conservation of Resources Theory in the healthcare context. Practically, the findings imply that hospital management should focus on improving nurses' job satisfaction as a strategic approach to strengthening commitment and encouraging positive organizational behavior.

This study has several limitations, including the relatively small sample size and the focus on a single hospital unit. Future studies are recommended to involve larger samples, multiple hospitals, and additional variables such as leadership style, work stress, or psychological empowerment to provide broader insights into employee behavior in healthcare organizations.

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