

The influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) on Employees of the Production Weaving Department of PT. XYZ

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Abstract

Human resources are an important asset that determines an organization's success in achieving its goals. In today's increasingly competitive business environment, organizations are not only required to have employees who carry out their formal duties effectively, but also employees who are willing to exhibit behavior outside of the role known as Organizational Citizenship Behavior (OCB). OCB refers to voluntary behavior that goes beyond formal job requirements and contributes positively to the effectiveness of the organization. However, the emergence of OCB is influenced by a variety of factors, specifically job satisfaction and organizational commitment. PT. XYZ, one of the textile manufacturing companies in Indonesia, still faces several organizational problems, including employee delays, absenteeism, and disciplinary violations, which have the potential to indicate a low OCB level among employees.

This study aims to analyze the influence of job satisfaction and organizational commitment on Organizational Citizenship Behavior (OCB) in employees of the Production Weaving Department of PT. XYZ, both partially and simultaneously. This study uses a quantitative approach with a descriptive-associative research method. Primary data was collected through a questionnaire distributed to employees of the Production Weaving Department as many as 50 respondents. The data collected was analyzed using multiple linear regression analysis, correlation analysis, determination coefficients, and hypothesis testing through t-tests and F-tests. The results of the study showed that job satisfaction had a positive influence on Organizational Civic Behavior. Organizational commitment also had an influence on Organizational Civic Behavior. Simultaneously, job satisfaction and organizational commitment significantly affected Organizational Civic Behavior among Production Weaving Department Employees at PT. XYZ. These findings imply that increased employee job satisfaction and strengthening organizational commitment can encourage employees to exhibit higher levels of extra-role behaviors that support organizational effectiveness.

This study contributes to the development of the human resource management literature, particularly regarding the determinants of Organizational Civic Behavior in the manufacturing industry. The findings are expected to provide practical implications for company management in formulating strategies to improve employee satisfaction, strengthen organizational commitment, and encourage positive organizational behavior.

INTRODUCTION

Human resources are widely recognized as one of an organization's most valuable assets in achieving organizational goals and maintaining a competitive advantage. In today's dynamic business environment, organizations are not only required to have adequate financial resources and advanced technology, but also to develop and maintain high-quality human resources.

Employees play a crucial role in determining an organization's performance as they are directly involved in operational activities, decision-making processes, and organizational development. As a result, effective human resource management has become a strategic necessity for organizations seeking to achieve long-term sustainability and competitiveness.

The success of an organization depends heavily on employees who are willing to contribute outside of their formal job responsibilities. Modern organizations increasingly need employees who not only fulfill assigned tasks, but also voluntarily perform additional activities that support the effectiveness of the organization. Such behavior is commonly referred to as *Organizational Citizenship Behavior* (OCB). OCB has received considerable attention in the organizational behavior literature because it contributes significantly to organizational efficiency, teamwork, and productivity.

Organizational Citizenship Behavior (OCB) refers to discretionary and voluntary behavior that is not formally recognized by the organization's reward system, but still contributes positively to the effectiveness of the organization. Employees who demonstrate OCB are willing to help colleagues, maintain harmonious interpersonal relationships, comply with organizational rules, and actively participate in organizational activities outside of their formal responsibilities. These behaviors create a positive work environment and improve organizational performance.

The importance of OCB (*Organizational Citizenship Behavior*) is increasingly evident in the manufacturing industry, where operational effectiveness is highly dependent on cooperation between employees. The textile industry, in particular, requires strong, disciplined, and supportive teamwork among employees to ensure production continuity and product quality. As a result, organizations operating in this industry need employees who are willing to exhibit positive behavior outside of their roles.

Indonesia's textile industry is one of the most important manufacturing sectors in the country, making a significant contribution to employment and economic growth. The industry absorbs a large number of workers and plays a crucial role in supporting national exports. However, increasing competition, technological changes, and market uncertainty have exacerbated organizational challenges in the textile sector. Therefore, companies are required to improve organizational effectiveness and employee productivity in order to remain competitive.

One of the companies operating in the textile industry is PT. XYZ, a manufacturing company engaged in textile production. Similar to many other manufacturing companies, PT. XYZ faces various human resource challenges, particularly related to employee discipline, attendance, and work behavior. Initial observations made in the company show the existence of several organizational problems, including employee tardiness, absenteeism, and disciplinary violations. This phenomenon has the potential to indicate that some employees have not developed an optimal level of *Organizational Citizenship Behavior*.

The existence of the problem of tardiness and employee attendance can negatively impact the organization's performance because production activities in manufacturing companies require strong coordination and cooperation between employees. Employees who are often absent or late can disrupt the production process and increase the workload for other employees. Therefore, organizations need to understand the factors that encourage employees to voluntarily contribute to the effectiveness of the organization through *Organizational Citizenship Behavior*.

Many studies have identified various antecedents of OCB, including leadership, organizational culture, work environment, job satisfaction, and organizational commitment. Among these determining factors, job satisfaction and organizational commitment are considered

to be very important because they directly affect employees' attitudes and psychological attachments to their organizations.

Job satisfaction refers to an employee's positive emotional state resulting from an assessment of work experience. Employees who are satisfied with their work tend to show a positive attitude toward their organization and are more willing to contribute outside of formal job requirements. In contrast, dissatisfied employees tend to engage less in voluntary behaviors that support the effectiveness of the organization.

According to organizational behavior theory, job satisfaction encompasses several aspects, including satisfaction with compensation, promotion opportunities, supervision, coworkers, and the job itself. Employees who perceive favorable working conditions generally experience greater psychological well-being and exhibit higher levels of organizational involvement.

Previous studies have consistently shown that job satisfaction has a positive effect on Organizational Civic Behavior. Employees who are satisfied with their work tend to reciprocate the good treatment of the organization through positive behavior, including helping colleagues, adhering to organizational norms, and voluntarily participating in organizational activities. This relationship can be explained through Social Exchange Theory, which states that employees reciprocate positive experiences from the organization through helpful attitudes and behaviors.

In addition to job satisfaction, organizational commitment is also widely recognized as an important determinant of Organizational Civic Behavior. Organizational commitment refers to the psychological attachment and emotional bond between employees and their organization. Employees who have a strong organizational commitment generally identify with the organization's values, demonstrate loyalty, and are willing to put in extra effort to support the organization's goals.

According to Meyer and Allen's three-component model, organizational commitment consists of affective commitment, ongoing commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization, ongoing commitment relates to employees' consideration of the cost of leaving the organization, and normative commitment refers to an employee's sense of obligation to remain in the organization.

Employees with high organizational commitment are more likely to exhibit Organizational Civic Behavior because they consider the success of the organization as part of their personal success. Such employees voluntarily help colleagues, support organizational initiatives, and engage in behaviors that contribute positively to organizational effectiveness.

Previous empirical studies have reported a significant relationship between organizational commitment and Organizational Civic Behavior. Employees who feel emotionally attached to their organization tend to exhibit behaviors outside of stronger roles because they have greater motivation to contribute to the success of the organization.

Several previous studies have also examined the simultaneous influence of job satisfaction and organizational commitment on Organizational Civic Behavior. Although most studies report a positive relationship, empirical findings remain inconsistent regarding the magnitude and significance of these effects across different organizational environments and industry sectors.

Most previous studies have focused on service organizations, educational institutions, or public sector organizations. Empirical evidence regarding manufacturing companies, particularly in the Indonesian textile industry, is relatively limited. What's more, organizational characteristics in the manufacturing industry are very different from service organizations because manufacturing companies rely heavily on operational coordination, production targets, and teamwork.

These differences point to important research gaps. First, studies that specifically investigate the determinants of OCB among employees working in Indonesia's textile manufacturing sector are limited. Second, the relationship between job satisfaction, organizational commitment, and OCB may vary depending on organizational characteristics and working conditions. Third, empirical evidence on OCB within production departments is still relatively limited despite the importance of the strategic role of production employees in supporting organizational effectiveness.

Therefore, this study seeks to address this gap by examining the influence of job satisfaction and organizational commitment on Organizational *Citizenship Behavior* (OCB) in Employees of the Production *Weaving* Department of PT. XYZ. By focusing on employees who work directly in the production process, this study provides additional empirical evidence regarding the determinants of OCB in labor-intensive manufacturing organizations.

Based on the theoretical background, organizational phenomena, and empirical research gaps discussed above, this study aims to analyze the partial and simultaneous influence of job satisfaction and organizational commitment on Organizational Civic Behavior on employees of the Production *Weaving* Department of PT. XYZ. The findings are expected to contribute to the development of the human resource management literature and provide practical recommendations for organizations that seek to strengthen positive employee behavior and increase organizational effectiveness. The identification of problems from this study is as follows:

1. How do respondents respond to job satisfaction in *Weaving Department employees* Production of PT. XYZ
2. How do respondents respond to the organization's commitment to the Department's employees *Weaving* Production PT. XYZ
3. How is *organizational citizenship behavior* (OCB) in employees of the *Weaving Department* Production of PT. XYZ
4. How does job satisfaction and organizational commitment affect *organizational citizenship behavior* (OCB) on employees of the *Production Weaving* Department of PT. XYZ partially and simultaneously.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRDM) is the process of managing human resources effectively and efficiently so that organizational goals can be achieved. According to Sutrisno (2019:7), HRD includes planning, organizing, directing, supervising, procuring, development, compensation, maintenance, and termination of employment. Good human resource management will increase productivity, loyalty, and positive behavior of employees in supporting the achievement of company goals.

Job Satisfaction

Job satisfaction is an employee's positive attitude towards their work which is influenced by working conditions, relationships with colleagues, compensation, and opportunities for development (Sutrisno, 2019). Employees who have high job satisfaction tend to show work ethic, discipline, and voluntary behavior that benefits the organization. Previous research has shown that job satisfaction has a positive effect on *Organizational Citizenship Behavior* (OCB), because satisfied

employees will be more willing to help colleagues and contribute beyond the demands of formal work.

Organizational Commitment

Organizational commitment is the level of attachment and loyalty of employees to the organization and their desire to remain part of the organization (Robbins & Judge, 2018; Sutrisno, 2019). Organizational commitment consists of affective commitment, continuous commitment, and normative commitment. The higher the organizational commitment that employees have, the greater their tendency to work optimally, obey rules, and show voluntary behavior that supports organizational effectiveness. Various studies also show that organizational commitment has a positive effect on OCB.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an employee's voluntary behavior that is carried out outside of formal duties and responsibilities, but is able to increase organizational effectiveness (Organ, 2018). OCB consists of five dimensions, namely *altruism*, *conscientiousness*, *courtesy*, *civic virtue*, and *sportsmanship*. Employees who have a high OCB will find it easier to work together, help colleagues, maintain good relationships in the organization, and make a greater contribution to achieving company goals.

To provide a clear understanding, it is presented:

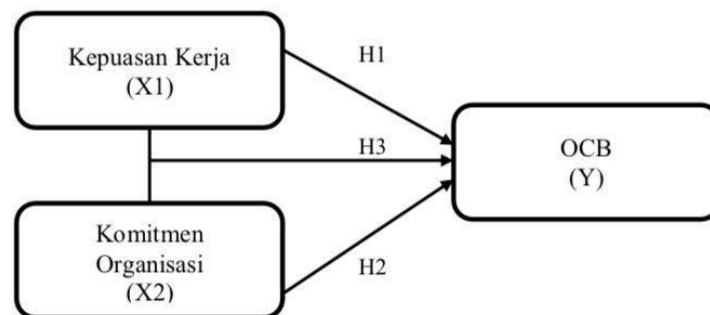


Figure 1
Research Paradigm

Based on the above, the hypothesis is as follows:

- H1: Job satisfaction has a positive effect on *Organizational citizenship behavior* (OCB) on Employees of the Department *Weaving* Production of PT. XYZ
- H2: Organizational commitment has a positive effect on *Organizational citizenship behavior* (OCB) on Department Employees *Weaving* Production of PT. XYZ
- H3: Job satisfaction and organizational commitment affect *Organizational citizenship behavior* (OCB) on Department Employees *Weaving* Production of PT. XYZ

METHODS

The methodology of this study uses a quantitative approach with the determination of respondents, namely the population. Where the population in this study is employees of the weaving department produced by PT. XYZ with a tenure of more than two years. With a total of 50 respondents. Data collection techniques were carried out by means of interviews, questionnaire distribution, and documentation. The data analysis method used quantitative and associative descriptive methods as well as data analysis consisting of validity tests, reliability tests, classical

assumption tests, multiple regression tests, and hypothesis tests which were followed up with the interpretation of the SPSS processing output table. In this study, the survey was conducted by distributing questionnaires to respondents to collect data and information. Data analysis used a quantitative approach, including descriptive methods and associative methods. Hypothesis testing aims to identify whether there is an influence between the independent variable (X) and the bound variable (Y), either partially or simultaneously. At the end of the test, the results obtained will lead to the acceptance or rejection of the proposed conjecture.

Table 1
Research Variables and Indicators

Yes	Variable	Indicator
1	Job Satisfaction (X1)	According to Mangkunegara (2017:117) 1. Turnover 2. Level Absence (absence) from work 3. Employment level 4. Company Organization Size
2	Organizational Commitment (X2)	According to Yusuf & Syarif (2018:31) 1. Affective commitment; 2. Ongoing commitment; 3. Normative commitment.
3	<i>Organizational Citizenship Behavior (OCB) (Y)</i>	According to Organ (2003) in Purjani and Riani (2019) 1. <i>Altruism</i> 2. <i>Conscientiousness</i> 3. <i>Courtesy</i> 4. <i>Civic Virtue</i> 5. <i>Sportsmanship</i>

RESULTS AND DISCUSSION

The Effect of Job Satisfaction, Organizational Commitment on Organizational *Citizenship Behavior* (OCB) partially or simultaneously and utilizing quantitative associatives using multiple linear analysis tests and determination coefficients.

In order for the use of multiple linear regression tests to pass, the requirements to use classical assumption testing are as follows:

a. Classic Assumption Test

To test classical assumptions, there are normality tests, multicollinearity tests, and heterokedasticity tests:

1. Data Normality Test

The normality test of the data showed a significant value of $0.200 > 0.05$ with the results of this significance which means that the data of this study was declared to be normally distributed.

2. Multicollinearity Test

The data multicollinearity test showed a *tolerance* value of $0.978 > 0.10$ and a *variance inflation factor* (VIF) value of $1.023 < 10.00$. It can be concluded that there are no symptoms of multicollinearity.

3. Heterokedasticity Test

The heterokedasticity test showed significant data worth the variable X1 $0.677 > 0.05$ variable X2 $0.491 > 0.05$. Which means that there are no symptoms of heterokedasticity.

b. Descriptive Analysis

1. Respondents' Perceptions of Job Satisfaction

Table 2
Average Score of Job Satisfaction Variables

Sub Variables	Average Score	Criteria
Turnover	3.40	Quite satisfied
Work Absence Rate	3.40	Quite satisfied
Employment level	3.37	Quite satisfied
Company Organization Size	3.37	Quite satisfied
Overall Average	3.38	Quite satisfied

Source: SPSS Data Processing Results, Year 2026

As in table 2, the descriptive analysis shows that the level of job satisfaction among employees of the Production *Weaving Department* of PT. XYZ falls into the moderate category (moderately satisfied). The highest average scores were observed in the employee turnover dimension and organizational size, both with an average score of 3.40, while the lowest average scores were found in the attendance dimension and job title, with an average score of 3.37, respectively. These findings show that although employees are generally satisfied with their working conditions, some Aspects related to job responsibilities and job characteristics still need improvement.

2. Respondents' Perceptions of Organizational Commitment

Table 3
Average Score of Organizational Commitment Variables

Sub Variables	Average Score	Criteria
Affective Commitment	3.52	Convenient
Ongoing Commitment	3,74	Height
Normative Commitment	3.63	Height
Overall Average	3.63	Height

Source: SPSS Data Processing Results, Year 2026

As shown in table 3, the results show that organizational commitment among employees is categorized as high. The highest average score was recorded in the dimension of continuous commitment with an average score of 3.74, while the lowest average score was found in the dimension of affective commitment with an average value of 3.52. These findings show that employees remain committed to the organization mainly because of considerations related to the sustainability of work and the perceived consequences of leaving the organization.

3. Respondents' Perception of Organizational *Citizenship Behavior* (OCB)

Table 4
Organizational Civic Behavior Average Score (OCB)

Sub Variables	Average Score	Criteria
<i>Altruism</i>	3.47	Ready
<i>Conscientiousness</i>	3.48	Precise
<i>Courtesy</i>	3.43	Good
<i>Civic Virtue</i>	3.48	Good
<i>Sportsmanship</i>	3.48	Able
Overall Average	3.47	Strong

Source: SPSS Data Processing Results, Year 2026

As table 4 further descriptive analysis shows that the level of *Organizational Citizenship Behavior* (OCB) in employees is categorized as strong. The highest average scores were found in the *Conscientiousness*, *Civic Virtue*, and *Sportsmanship* dimensions, each with an average score of 3.48, while the lowest scores were recorded in the *Courtesy* dimension with an average score of 3.43. Overall, employees exhibited relatively strong extra-role behaviors that supported organizational effectiveness.

c. Associative Analysis

1. The Effect of Job Satisfaction and Organizational Commitment on *Organizational Citizenship Behavior* (OCB) on Employees of the *Production Weaving* Department of PT. XYZ Partially

Table 5
Multiple Regression Test Results

VARIABLE	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3,366	2,655
JOB SATISFACTION	0,700	0,065
COMMITMENT ORGANIZATION	0,859	0,091
Dependent Variable: OCB (Y)		

Source: SPSS Data Processing Results, Year 2026

Multiple linear regression analysis yields the following equations:

$$Y = 3.366 + 0.700 X_1 + 0.859 X_2$$

- The regression coefficient for the job satisfaction variable is partially positive. This means that if there is an increase in one unit of job satisfaction, the *Organizational Citizenship Behavior* (OCB) will increase.
- The regression coefficient for the organizational commitment variable is partially positive. This means that if there is an increase in one unit of organizational commitment, *Organizational Citizenship Behavior* (OCB) will increase.

To do a partial test, it is necessary to know the df (*degree of freedom*) first in looking at the table.

In this study, the df used is $50-2-1=47$, so the table used is 1, 678, so the calculation results can be seen in the following table:

Table 6
Partial Test Results

Variable	Thitung	Table	sig	Prob	Remarks
X1	10,705	1,678	0,000	0,05	Significant
X2	9,405	1,678	0,000	0,05	Significant

Source: SPSS Data Processing Results, Year 2026

Based on the data in the table above, the work satisfaction variable calculates the value of the t-table $> 10.705 > 1.678$. As a result, H_a is accepted and H_0 is rejected, which means that job satisfaction has a positive effect on OCB. In line with research (Riska & Idrus, 2021) which found that job satisfaction has a positive effect on OCB. The statement states that employees who tend to have a level of satisfaction when carrying out work, then employees will provide assistance to fellow employees without having to be asked or strong OCB. Likewise, if the more employees do not have a level of satisfaction when carrying out work, the less likely employees will give each other help without having to be asked or in other words a weak OCB.

2. The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) on Employees of the *Production Weaving* Department of PT. XYZ Simultaneously

Simultaneous tests (F Tests) are used to find out whether there is an influence between the independent variable (X1) and the independent variable (X2) simultaneously having an influence on the dependent variable (Y). From the results of the simultaneous test using SPSS 27, the Fcal value is 88.426. So the Ftable used is $f = (k; n-k-1) = 2; 50 - 2 - 1 = 47$, then the Ftable used 2 ; 50 is 3.20. The calculation results can be seen as follows:

Table 7
Simultaneous Test Results

Variable	Calculation	Ftable	Sig.	Prob.	Remarks
Job Satisfaction and Commitment Organization Against <i>Organizational Citizenship Behavior (OCB)</i>	88,426	3,20	0,000	0,05	Significant

The results of the simultaneous test are shown in table 7. Showing the value of F calculated $> F$ in table $88.426 > 3.20$ with a significant value of $0.000 < 0.05$, then H_0 was rejected and H_a was accepted, which means that job satisfaction and organizational commitment have a significant effect on organizational citizenship *behavior* (OCB) in employees of the *Production Weaving* Department of PT. XYZ.

In measuring the extent to which the model's ability to explain the dependent variable, the independent variable is weakened, but if *R Square* is close to 0 in affecting the relationship of the dependent variable, it can be seen in the following table:

Table 8
Determination Coefficient Results

Model Summary ^b				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889a	0,790	0,781	3,02374
a. Predictors: (Constant), ORGANIZATIONAL COMMITMENT (X2), JOB SATISFACTION (X1)				
b. Dependent Variable: OCB (Y)				

Source: SPSS Data Processing Results, Year 2026

The above research revealed that job satisfaction and organizational commitment interact with each other and have a significant impact on OCB, which is reflected in the determination coefficient value (R^2) of 0.790. This means that the variables of job satisfaction and organizational commitment can have an influence of 79% on the OCB variable, which meets the criteria of high/strong influence. And 21% is influenced by other factors that have not been studied.

CONCLUSION

Based on the results of the study, it can be concluded that job satisfaction in employees of the Production *Weaving* Department of PT. XYZ is in the category of **quite satisfied**, with the sub-variables of absenteeism rate (attendance) and organizational size obtaining the highest average score, while employee turnover and employment rate obtaining the lowest average score. Second, organizational commitment is in the high category, with continuous commitment obtaining the highest average score, followed by normative commitment, while affective commitment obtaining the lowest average score. Third, *Organizational Citizenship Behavior* (OCB) is also in the high category, which shows that employees have voluntary behavior in supporting organizational effectiveness. The results of hypothesis testing show that job satisfaction and organizational commitment have a positive and significant effect on *Organizational Citizenship Behavior* (OCB), both partially and simultaneously. Partially shows that job satisfaction has a positive effect on *Organizational Citizenship Behavior* (OCB). In addition, organizational commitment also has a positive effect on *Organizational Citizenship Behavior* (OCB). Simultaneously, these two variables have an influence on the increase in OCB, so that the higher the job satisfaction and organizational commitment of employees, the higher the An employee's tendency to exhibit voluntary work behavior that exceeds his/her formal responsibilities in supporting the achievement of organizational goals.

ADVICE

For Companies:

Based on the results of the research, PT. XYZ is recommended to improve employee job satisfaction, especially in the aspects of employee turnover and employment levels through workload management, career development, and improved communication between superiors and employees. In addition, companies also need to strengthen affective commitment by appreciating employee contributions, creating a more conducive work environment, and fostering a sense of belonging to the organization so that *Organizational Citizenship Behavior* (OCB) can continue to

improve. Employees are expected to be able to maintain a mutually helpful attitude, discipline, and actively participate in supporting the achievement of company goals.

For future researchers:

For the next researcher, it is recommended to add other variables that have the potential to affect *Organizational Citizenship Behavior* (OCB), such as transformational leadership, organizational culture, work motivation, or work environment, as well as expand the research object so that the research results can provide a more comprehensive picture.

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