

Volume: 6  
Number: 1  
Page: 162 - 176

#### Article History:

Received: 2024-12-06  
Revised: 2024-12-25  
Accepted: 2025-01-15

## THE ROLE OF JOB SATISFACTION MEDIATION ON THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORK DISCIPLINE ON EMPLOYEE ORGANIZATIONAL CITIZEN BEHAVIOR IN TABANAN REGENCY

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#### Abstract:

Bali, as a leading tourist destination, faces intense competition in the hospitality industry, particularly among three-star hotels in Tabanan Regency, which have experienced significant growth. However, challenges such as low organizational citizenship behavior (OCB), job satisfaction, work discipline, and organizational support persist. Limited communication, lack of appreciation, and inadequate managerial supervision hinder employee performance. This study aims to analyze the mediating role of job satisfaction in the relationship between perceived organizational support and work discipline on OCB. The research involves 180 employees from five three-star hotels in Tabanan Regency as the population. Using the Yamane (Slovin) formula with a 5% margin of error, a sample size of 124 employees was obtained. The sampling technique used is proportional stratified random sampling, ensuring that the sample distribution aligns with the number of employees in each hotel to maintain representativeness. The hypothesis was tested using inferential analysis with Partial Least Squares (PLS). The results indicate that perceived organizational support and work discipline have a positive but insignificant influence on organizational citizenship behavior (OCB). Conversely, both variables have a positive and significant effect on job satisfaction. Additionally, job satisfaction has a positive and significant impact on OCB. It serves as a mediating variable in the relationship between perceived organizational support and work discipline on OCB, highlighting that job satisfaction is a crucial factor in enhancing OCB.

**Keywords:** Job Satisfaction, Perceived Organizational Support, Work Discipline, Employee Motivation, Employee Performance

## INTRODUCTION

The hospitality industry in Bali, especially three-star hotels in Tabanan Regency, has experienced significant growth in recent years. However, the industry faces major challenges, especially due to the impact of the COVID-19 pandemic, which has led to a drastic decline in hotel occupancy rates. Despite this, the tourism sector remains the backbone of Bali's economy, with business competition increasingly fierce among star hotels. According to data from the Central Statistics Agency (BPS) of Bali Province, the number of three-star hotels in Tabanan increased from 31 hotels in 2022 to 39 hotels in 2023. Despite showing growth, the room occupancy rate (TPK) in Tabanan is still relatively medium compared to major tourism areas such as Badung and Denpasar. The main challenge facing this industry is to improve the quality of services and human resources in order to be able to compete effectively in the increasingly competitive hospitality industry.

Social exchange theory explains that when employees are treated well by organizations, they tend to exhibit positive attitudes and behaviors, including organizational citizenship behavior (OCB)



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2. Courtesy – Provide help, advice, and information to prevent problems at work.
3. Sportsmanship – Tolerating less-than-ideal working conditions without complaining.
4. Civic Virtue – Actively participate in organizational activities and care about their sustainability.
5. Conscientiousness – Acting according to organizational rules in the best interests of the company.

**Job Satisfaction.** Job satisfaction is an employee's general attitude towards his or her work, which reflects positive or negative feelings based on the difference between the rewards received and expected (Suryadi & Foeh, 2022; Afandi, 2018). According to Sutrisno (2017, 2019), job satisfaction is influenced by work situations, relationships between employees, rewards, and physical and psychological factors. Edison et al. (2018) added that job satisfaction reflects an individual's attitude toward his or her job. Ratnawati and Atmaja (2020) explained that job satisfaction is also related to the fulfillment of life needs, where employees who feel their needs are met tend to be more satisfied, while dissatisfaction arises if these needs are not met. According to Shelton et al. (2020), the indicator of job satisfaction consists of five main aspects:

1. The job itself – The extent to which the individual learns, takes responsibility, and feels satisfied with his or her work.
2. Salary/Wages – The conformity of the financial remuneration received with the standards and expectations of the employee.
3. Promotion Opportunities – Promotion opportunities that encourage motivation and career development.
4. Supervision – The ability of the employer to guide, supervise, and assist employees.
5. Co-workers – Harmonious social relationships and support between employees.

Research by Yulianto (2021), Kurniawan (2020), Saputra et al. (2022), and Wicaksono & Gazali (2021) shows that work motivation has a positive and significant effect on employee performance, where job satisfaction and discipline contribute to improving OCB behavior.

Research shows that job satisfaction plays a mediating variable in the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB). Islam et al. (2019) and Waileruny (2014) affirm that good organizational support increases job satisfaction, which in turn drives OCB. Arshadi and Hayavi (2011) and Novira and Martono (2015) also stated that employees who feel supported and satisfied with their work tend to contribute more to the organization.

Research by Saputra et al. (2022) and Tahier et al. (2022) shows that work discipline does not have a significant effect on OCB, so there is a research gap. To overcome this, this study included job satisfaction as a mediating variable, as supported by Qomar & Hans (2023), Tyas (2021), Anwar & Ahmadi (2021), and Fatmawati (2023), who stated that job satisfaction can mediate the relationship between work discipline and OCB.

H5: Job satisfaction has a positive and significant effect on OCB.

H6: Job satisfaction mediates between the influence of POS on OCB.

H7: Job satisfaction mediates the influence of Work Discipline on OCB.

**Perceived Organizational Support.** POS is an employee's perception of the extent to which the organization supports, appreciates contributions, and cares about their well-being (Sadhana & Satrya, 2020). POS encourages employee loyalty, dedication, and job satisfaction, which further affects OCB (Harsono, 2020; Azhar et al., 2019). POS also plays a role in increasing job satisfaction, which determines how much employees love their work. Employees with a positive perception of the organization tend to be more motivated to contribute beyond their job description (Nadiaswari & Adnyani, 2024). According to Eisenberger et al. (2019:501), POS indicators include appreciation



for employee contributions, recognition of extra work, positive response to complaints, support when facing difficulties, concern for well-being, attention to good performance, and appreciation for achievements by showing employee achievements to colleagues.

Several studies show that perceived organizational support (POS) has a positive and significant effect on organizational citizenship behavior (OCB). Ayu et al. (2022) found that POS had a positive and significant impact on OCB in employees of Btari Agency Malang. Aswin and Rahyuda (2017) obtained similar results in employees of the Bali Provincial Department of Industry and Trade. Nadiaswari and Adnyani (2024) confirmed the positive influence of POS on OCB on employees of the Gianyar Regency Cooperatives and SMEs Office. Wahyuni & Sulastris (2020) also showed the same results in employees of PT Padang Intermedia Pers. These findings corroborate that POS plays an important role in improving employee OCB behavior.

Research by Nadiaswari and Adnyani (2024) and Aswin and Rahyuda (2017) shows that perceived organizational support (POS) has a positive and significant effect on job satisfaction. These results were found in employees of the Gianyar Regency Cooperatives and SMEs Office and the Bali Provincial Industry and Trade Office, indicating that the higher the organizational support, the higher the level of employee job satisfaction.

H1: POS has a positive and significant effect on OCB.

H2: POS has a positive and significant effect on Job Satisfaction.

**Work Discipline.** Work discipline is an employee's attitude in complying with the rules and norms that apply in the organization (Sutrisno, 2019). Discipline reflects compliance with working hours, proper completion of tasks, and compliance with company rules and social norms. According to Marcelina et al. (2023), work discipline is a management action to shape employee attitudes and behaviors to comply with company policies. Saleh and Utomo (2018) added that work discipline is the process of fostering employee commitment to maintaining and improving organizational goals through compliance with existing rules. According to Hasibuan (2019:194), the dimension of work discipline includes five main aspects:

1. Attendance – Punctuality in entering work.
2. Work Regulations – Compliance with rules, including dressing according to company policy.
3. Work Standards – The implementation of tasks according to the standards set by the company.
4. Vigilance – Thoroughness and calculation in work.
5. Work Ethically – The ability to establish good relationships with colleagues.

Previous research has shown that work discipline has a positive and significant effect on organizational citizenship behavior (OCB). Sulistya et al. (2022), Setyowati et al. (2023), and Patiwalet al. (2021) found that employee discipline increased voluntary behavior in helping colleagues. Similar findings were also obtained by Suseno et al. (2021), Kurnianto & Kharisudin (2022), and Marcelina et al. (2023), which showed that compliance with work rules and responsibilities encourages positive employee contributions to the organization. It confirms that work discipline plays an important role in improving OCB and organizational effectiveness.

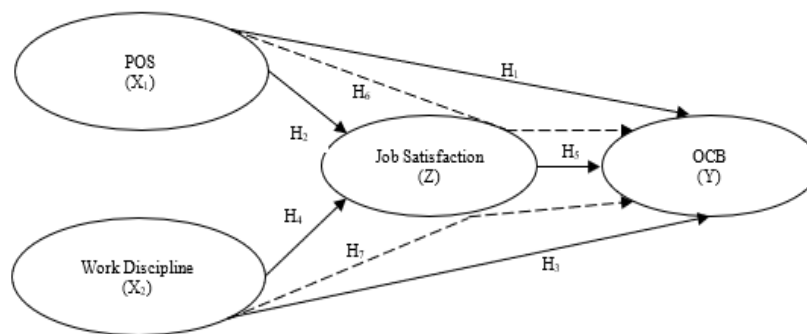
Previous research by Rahayu & Dahlia (2023), Yuliantini & Santoso (2023), Sabirin & Ilham (2020), Meilasari et al. (2020), and Nandita & Rosdiana (2023) shows that work discipline has a positive and significant effect on job satisfaction, where disciplined employees tend to be more satisfied with their work.

H3: Work discipline has a positive and significant effect on OCB.

H3: Work discipline has a positive and significant effect on Job Satisfaction.

The conceptual framework of the research is described as follows.





**Figure 1.** Research Framework of Thought

## METHODS

This study uses a quantitative research design with variables of perceived organizational support, work discipline, job satisfaction (mediation), and organizational citizenship behavior (OCB). Data were collected through questionnaires and interviews and then analyzed using descriptive and quantitative methods. The research was conducted on three-star hotels in Tabanan Regency, with the object of research in the form of factors that affect employee OCB. The study population consisted of 180 employees in five hotels: Dewi Sinta Hotel, Natya Hotel, Astiti Graha Hotel, Swell Hotel, and Tabanan Hotel. The sample was determined using the Yamane (Slovin) formula with an error rate of 5%, resulting in 124 respondents selected through proportional stratified random sampling to ensure the representativeness of each hotel. The data analysis technique is SEM-PLS inferential analysis.

## RESULT AND DISCUSSION

**Validity and Reliability Tests.** An indicator is said to be valid if the outer loading coefficient is between 0.60 and 0.70, but for an analysis whose theory is unclear, the outer loading of 0.50 is recommended by Ghazali and Lathan (2012: 78), as well as the significance at the alpha score of 0.05 or t-statistic of 1.96

**Table 1.** Validity Test Results

Indicator	Outer loadings
X1.1 <- X1. POS	0.840
X1.2 <- X1. POS	0.910
X1.3 <- X1. POS	0.926
X1.4 <- X1. POS	0.931
X1.5 <- X1. POS	0.944
X1.6 <- X1. POS	0.857
X1.7 <- X1. POS	0.916
X1.8 <- X1. POS	0.904
X2.1 <- X2 Work Discipline	0.716
X2.2 <- X2 Work Discipline	0.791
X2.3 <- X2 Work Discipline	0.839
X2.4 <- X2 Work Discipline	0.743
X2.5 <- X2 Work Discipline	0.768
X2.6 <- X2 Work Discipline	0.764
X2.7 <- X2 Work Discipline	0.751
X2.8 <- X2 Work Discipline	0.774
Y1.1 <- Y OCB	0.782



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Indicator	Outer loadings
Y1.2 <- Y OCB	0.781
Y1.3 <- Y OCB	0.840
Y1.4 <- Y OCB	0.742
Y1.5 <- Y OCB	0.797
Y1.6 <- Y OCB	0.818
Y1.7 <- Y OCB	0.775
Y1.8 <- Y OCB	0.786
Z1.1 <- Z1. Job Satisfaction	0.809
Z1.2 <- Z1. Job Satisfaction	0.797
Z1.3 <- Z1. Job Satisfaction	0.816
Z1.4 <- Z1. Job Satisfaction	0.688
Z1.5 <- Z1. Job Satisfaction	0.761
Z1.6 <- Z1. Job Satisfaction	0.754

Source: Data processed 2025

The results of the reliability test in Table 2 show the value of Cronbach's Alpha. The results showed that the CR value of each construct was equal to and above 0.6. It means that all indicators consistently reflect the same latent construct.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha
POS (X1)	0.959
Work Discipline (X2)	0.911
Job Satisfaction (X2)	0.853
OCB (Y)	0.917

**Hypothesis Results.** POS had a positive effect of 0.101 on OCB. The relationship was insignificant at  $0.055 > 0.05$ , and the t-statistical value was smaller than 1.96, which was 1.921. POS had a positive effect of 0.197 on Job Satisfaction, and the relationship was significant at  $0.030 < 0.05$ , and the t-statistical value was greater than 1.96, which was 2.176. Work Discipline had a positive effect of 0.010 on OCB. The relationship was insignificant at  $0.846 > 0.05$ , and the t-statistical value was smaller than 1.96, which was 0.194. Work Discipline had a positive effect of 0.386 on Job Satisfaction, and the relationship was significant at  $0.000 < 0.05$ . The t-statistical value was greater than 1.96, which was 4.317, Job Satisfaction had a positive effect of 0.807 on employee performance. The relationship was significant,  $0.006 < 0.05$ , and the t-statistical value was greater than 1.96, which was 20.464.

Based on the mediation analysis, POS had a positive effect of 0.159 on OCB through Job Satisfaction. The relationship was significant,  $0.031 < 0.05$ , and the t-statistical value was greater than 1.96, which was 2.157. It shows that Job Satisfaction mediates the influence of POS on employee performance. Based on the criteria of Hair et al. (2022: 235), the type of mediation of Job Satisfaction is full mediation. It is evidenced in Table 5.13, which shows that the direct influence of POS on Y has a positive and insignificant influence, POS on Job Satisfaction has a positive and significant influence, and Job Satisfaction on performance has a positive and significant influence.

Based on mediation analysis, Work Discipline had a positive effect of 0.312 on OCB through Job Satisfaction. The relationship was significant at  $0.000 < 0.05$ , and the t-statistical value was greater than 1.96, which was 4.383. It shows that Job Satisfaction mediates the influence of Work Discipline on employee performance. Based on the criteria of Hair et al. (2022: 235), the type of



mediation of Job Satisfaction is full mediation. This is evidenced in Table 5.13, which shows that the direct influence of Work Discipline on Y has a positive and insignificant influence, Work Discipline on Job Satisfaction has a positive and significant influence, and Job Satisfaction on performance has a positive and significant influence.

The R2 OCB value is 0.695, so the model includes strong model criteria. The meaning is that the Variables POS, Work Discipline and Job Satisfaction are able to explain the variable of employee performance by 69.5%. In comparison, other variables outside the model analyzed explain the remaining 30.5%. Variable Job Satisfaction has an R-square value of 0.176% and is a weak model, meaning that the Variable Variable POS, Work Discipline, is able to explain the Variable OCB of 17. Variables outside the analyzed model explained the remaining 6% and 82.4%. The calculation results resulted in a Q2 value for OCB of 0.422, based on the criteria of Hair et al. (2017) included in the strong model criteria. Q2 for Job Satisfaction of 0.108 includes a near-strong (moderate) model. This means that the mathematical model built in this study has a high level of prediction accuracy.

**Table 3.** Hypothesis Test Results

Construction	Path Coefficient	P value	Remark
POS [X1] -> OCB [Y]	0.101	0.055	Insignificant
POS [X1] -> Job Satisfaction [Z1]	0.197	0.030	Significant
Work Discipline [X2] -> OCB [ Y]	0.010	0.846	Insignificant
Work Discipline [X2] -> Job Satisfaction [Z1]	0.386	0.000	Significant
Work Discipline [X2] -> Job Satisfaction [Z1]	0.807	0.000	Significant
POS [X1] -> Satisfaction [Z1] -> OCB [Y]	0.159	0.031	Significant
Work Discipline [X2] -> Job Satisfaction [Z1] -> OCB [Y]	0.312	0.000	Significant
R <sup>2</sup> OCB: 0,695			
R <sup>2</sup> Job Satisfaction: 0,176			
Q <sup>2</sup> : 0,422			

Source: Data processed 2025

**The Influence of Perceived Organizational Support on Organizational Citizen Behavior.**

Based on the results of the test analysis on the effect of POS on OCB, it shows that POS has a positive effect on OCB and the relationship is not significant. It means that the higher the POS, the higher the OCB, and the more the increase will increase, but the increase is not significant. The relationship between POS and OCB is insignificant, as POS reflects the extent to which employees feel that their organization cares about their well-being and contributions. However, the feeling of being supported by the organization alone does not necessarily make employees motivated to do OCB. Without Job Satisfaction, employees may feel supported, but they do not necessarily have enough emotional drive or motivation to contribute more to the organization through extra-role behaviors. Conversely, when Job Satisfaction is present as a mediator, employees who feel supported by the organization tend to become more satisfied with their work, and it is this satisfaction that ultimately drives them to do OCB. In other words, POS may not be powerful enough to affect OCB directly, but it can increase Job Satisfaction, which then motivates employees to exhibit OCB behavior.

The results of this study are different from the results of previous research conducted by Ayu et al. (2022) researching employees of Btari Agency Malang who produced POS that had a positive and significant effect on OCB. Aswin and Rahyuda (2017) examined employees of the Bali Provincial Industry and Trade Office who produced POS that had a positive and significant effect on OCB. Nadiaswari and Adnyani (2024) examined employees of the Gianyar Regency Cooperatives and



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SMEs Office who produced POS that had a positive and significant effect on OCB. Wahyuni and Sulastris (2020) examined PT Padang Intermedia Pers employees who produced POS that had a positive and significant effect on OCB.

**The Effect of Perceived Organizational Support on Job Satisfaction.** Based on the results of the test analysis on the effect of POS on Job Satisfaction, it shows that POS has a positive effect on Job Satisfaction and the relationship is significant. This means that the higher the POS, the more Job Satisfaction will increase. These results support the theory of social exchange, which states that the principle of reciprocity strongly influences the relationship between POS and Job Satisfaction. When employees feel supported and valued by the organization, they tend to reciprocate with a positive attitude, including higher Job Satisfaction. Conversely, if the organization's support is low, the relationship will weaken, thus lowering Job Satisfaction. For this reason, organizations need to focus on improving POS to create a supportive and satisfying work environment for employees.

The results of this study are in line with the results of previous research conducted by Nadiaswari and Adnyani (2024), researching employees of the Gianyar Regency Cooperatives and SMEs Office, which produced POS that had a positive and significant effect on Job Satisfaction. Aswin and Rahyuda (2017) examined employees of the Bali Provincial Industry and Trade Office who produced POS had a positive and significant effect on Job Satisfaction.

**The Effect of Work Discipline on Job Satisfaction.** Based on the results of the test analysis on the influence of Work Discipline on Job Satisfaction, it shows that Work Discipline has a positive effect on Job Satisfaction and the relationship is significant. This means that the higher the Work Discipline, the more Job Satisfaction will increase. These results support the theory of social exchange, which states that the relationship between Work Discipline and Job Satisfaction is based on the principle of reciprocity. Disciplined employees create benefits for the organization through an organized work environment, while organizations respond with rewards, recognition, and support. This relationship is mutually reinforcing, where high Work Discipline positively affects employee Job Satisfaction as long as the organization provides an appropriate response. Conversely, if the exchange does not go well, the impact can be negative on Job Satisfaction.

The results of this study are in line with the results of previous research conducted by Rahayu and Dahlia (2023) which resulted in Work Discipline having a positive and significant effect on OCB. Yuliantini and Santoso (2023), who produce Work Discipline, have a positive and significant effect on OCB. Sabirin and Ilham (2020), who produced Work Discipline, had a positive and significant effect on OCB. Meilasari et al. (2020), who produced Work Discipline, had a positive and significant effect on OCB. Nandita and Rosdiana (2023), who produce Work Discipline, have a positive and significant effect on OCB.

**The Effect of Job Satisfaction on Organizational Citizen Behavior.** Based on the results of the test analysis on the effect of Job Satisfaction on OCB show that Job Satisfaction has a positive effect on OCB, and the relationship is significant. This means that the higher the Job Satisfaction, the more OCB will increase. Social Exchange Theory explains the relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB) by emphasizing the principle of reciprocity in employee and organizational relationships. Based on the theory of social exchange, Job Satisfaction increases OCB because employees feel indebted to the organization that provides them with a satisfying work experience. Employees express gratitude and loyalty through volunteer behavior that benefits the organization.

The results of this study are in line with the results of previous research conducted by Yulianto (2021) researching BMT employees who produce Job Satisfaction that has a positive and significant effect on OCB. Kurniawan (2020) researched employees of PT. Mandom Indonesia, which produces

Job Satisfaction, has a positive and significant effect on OCB. Saputra et al. (2022) examined employees of PT. Matahari Putra Prima Tbk, which produces Job Satisfaction, has a positive and significant effect on OCB. Wicaksono and Gazali (2021) examined Favehotel Ahmad Yani Banjarmasin employees who stated that Job Satisfaction had a positive and significant effect on OCB.

**The Mediating Role of Job Satisfaction the Influence of Perceived Organization Support on Organizational Citizen Behavior.** The results of the study show that Job Satisfaction plays a role as a full mediation in the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB). POS does not have a direct effect on OCB but has a significant effect on Job Satisfaction, which further increases OCB, according to the criteria of Hair et al. (2022). Without Job Satisfaction, organizational support alone is not enough to drive OCB. Therefore, organizations must ensure that the support provided can improve Job Satisfaction, for example through fair incentives, effective communication, and a conducive work environment. These findings support previous research, such as Islam et al. (2019), Waileruny (2014), Arshadi & Hayavi (2011), and Novira & Martono (2015), which states that Job Satisfaction mediates the relationship between POS and OCB.

**The Mediating Role of Job Satisfaction the Influence of Work Discipline on Organizational Citizen Behavior.** Brand image is able to perfectly mediate the relationship between e-WOM and purchase intention in star hotels in Bali Province. E-WOM is word-of-mouth information about the experiences of tourists who have used a service from one of the star hotels in Bali Province through internet media or OTA. Tourists who have stayed will usually assess the product or service. Through the many reviews about a hotel, the ability of an e-WOM to help tourists make decisions, the credibility of the source that conveys the e-WOM, good quality of information, ratings and increasingly clear information details are able to create a good brand image in a hotel. Brand image is shown by good tourist perception related to the reliability of a hotel, hotel appeal, good reputation, and easy to remember and recognizable. A product or service that has a positive image will encourage consumer interest to tend to choose the brand. With e-WOM, tourists will tend to choose hotels that are already known or already have the right brand image. The image created in the minds of tourists will form a pattern of consistent behavior toward buying interest. It explains that the creation of a brand image in the minds of tourists about a hotel will ultimately encourage tourists to make hotel reservations; besides that, it will also encourage them to refer to the hotel and look for more information about the hotel to be visited. So brand image has a very important role in improving the relationship between e-WOM and tourist purchase intention at star hotels in Bali Province. These results are in accordance with the research of Tariq et al. (2017), Kala and Chaubey (2018), Evgeniy et al. (2019), as well as Yohana et al. (2020), and Setiawan et al. (2021) emphasized that e-WOM increases the brand image and interest in visiting tourists.

**The Mediating Role of Job Satisfaction the Influence of Work Discipline on Organizational Citizen Behavior.** The results of the study show that Job Satisfaction plays a role as full mediation in the relationship between Work Discipline and organizational citizenship behavior (OCB). Work Discipline had no direct effect on OCB but had a significant effect on Job Satisfaction, which further increased OCB, according to the criteria of Hair et al. (2022). Increased Work Discipline only has an impact on OCB if employees are satisfied with their work. Therefore, organizations need to support Job Satisfaction through a conducive work environment, appreciation for disciplined employees, and fair policies. These findings fill the research gap found in the research of Saputra et al. (2022) and Tahier et al. (2022). They are supported by Qomar & Hans (2023), Tyas (2021), Anwar & Ahmadi (2021), and Fatmawati (2023), who stated that Job Satisfaction can mediate the relationship between Work Discipline and OCB.



## CONCLUSION

Bali, as a major tourist destination, faces stiff competition in the hotel industry, especially three-star hotels in Tabanan Regency, which are experiencing significant growth. However, challenges such as low OCB, Job Satisfaction, Work Discipline, and organizational support are still faced. The results showed that perceived organizational support and Work Discipline had a positive effect on organizational citizenship behavior (OCB), but the effect was not significant. On the contrary, these two variables have a positive and significant effect on Job Satisfaction. In addition, Job Satisfaction has a positive and significant effect on OCB. It acts as a mediating variable in the relationship between perceived organizational support and Work Discipline towards OCB, explaining that Job Satisfaction is an important factor in improving OCB.

**Suggestion.** Hotel management can improve organizational support with a structured reward system, positive feedback, and well-being programs that reflect concern for employees. The implementation of a technology-based attendance system and work ethics training will help improve Work Discipline. Job Satisfaction can be encouraged through education on professionalism as well as interpersonal communication training. In addition, to strengthen Organizational Citizenship Behavior, management needs to provide clear work guidelines, open discussion spaces, and appreciation for constructive input from employees.

**Limitations.** This research has several limitations. First, the results of the study only apply to the three-star hospitality industry and cannot be generalized to other sectors. Second, this study has not considered external factors such as company policies, organizational culture, or macroeconomic conditions that may affect OCB. Third, the method of collecting data through surveys has the potential to experience response bias, and the limited sample size can affect representativeness. Fourth, this study is cross-sectional, so it cannot capture changes in OCB in the long term. Longitudinal studies are recommended to look at the dynamics of OCB over time.

**Suggestions for Further Research.** Further research should develop this study regarding factors other than POS and Work Discipline that can affect Job Satisfaction and OCB, with variables such as work stress, servant leadership, workload, and work characteristics added to find out other factors that can affect OCB. It is also recommended that future researchers expand the scope of research so as to provide a broader view so the results of the research can be generalized in general.

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