

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MEDIATING VARIABLE

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Abstract:

The international business environment requires organizations to adapt to intensifying global competition, particularly in the hospital industry, where service quality is closely tied to human resource behavior. Organizational success increasingly depends not only on physical facilities but also on the quality and optimization of employee performance. Although the direct relationships among job satisfaction, organizational commitment, and employee performance have been widely studied, prior findings remain inconsistent, and few studies have examined the indirect mechanism through which these attitudinal variables translate into performance in a hospital setting with a small, non-medical clerical-to-managerial workforce. This study addresses that gap by examining the effects of job satisfaction and organizational commitment on employee performance, with Organizational Citizenship Behavior (OCB) as the mediating mechanism, grounded in Social Exchange Theory and the Ability-Motivation-Opportunity (AMO) framework. The study involved 43 employees as respondents, from staff to managerial level, with additional information from a focus group discussion with the Human Resources Manager. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). Results indicate that job satisfaction and organizational commitment each have a positive but insignificant direct effect on employee performance, whereas OCB has a significant direct effect on performance. Both job satisfaction and organizational commitment have a significant indirect effect on performance through OCB. These findings confirm that OCB functions as a full mediator in this hospital context and provide empirical evidence that attitudinal variables shape performance primarily through discretionary, extra-role behavior rather than a direct pathway, a mechanism under-examined in the Indonesian hospital literature.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance, Mediation.

INTRODUCTION

Human resources are strategic assets of an organization, as organizational success depends not only on technology, capital, and facilities, but also on employees' ability to perform organizational functions effectively. Previous research indicates that human resource quality is closely related to organizational success because employees are the primary drivers of organizational activities (Lie, Loist, et al., 2022). Employee performance is influenced not only by



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formal job tasks but also by attitudes and behaviours that support a positive organizational environment. Employees with high job satisfaction and organizational commitment are more likely to assist colleagues, maintain good interpersonal relationships, follow organizational rules, and contribute beyond formal job requirements.

A company's competitive advantage largely depends on employee quality and performance (Heryyanto, 2022). Therefore, employee performance needs to be assessed against expected standards. Job satisfaction reflects employees' emotional responses toward their work and can generate positive feelings that influence their work experience (Arijanto et al., 2022; Mubarkah et al., 2024). Organizational Citizenship Behavior (OCB) refers to voluntary behaviour beyond formal job responsibilities that supports organizational objectives without direct rewards or recognition (Pujianto et al., 2023). In this study, OCB is conceptualized through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Hermanto, Srimulyani, and Pitoyo (2024) found that quality of work life and organizational commitment are positively associated with OCB, suggesting that positive attitudes toward work and the organization can encourage extra-role behaviour.

Employee performance is also critical to service quality and organizational competitiveness, particularly amid high workloads, miscommunication, and health-related issues that may reduce productivity (Fadillah et al., 2025). Cooperation, mutual support, knowledge sharing, and efficient time management contribute to performance, particularly employees' willingness to assist colleagues, which represents OCB (Arina & Heru, 2022).

Research Gap. Although relationships among job satisfaction, organizational commitment, OCB, and employee performance have been widely studied, findings remain inconsistent. Several studies report significant direct effects of job satisfaction and organizational commitment on performance (Goetz & Wald, 2022; Badrianto & Astuti, 2023), while others report weak or statistically insignificant direct effects, with OCB acting as a mechanism through which these attitudes influence performance (Wahyudi et al., 2022; Sitio, 2021). Thus, the mediating role of OCB remains inconclusive and may vary across organizational settings.

A further gap concerns industry context. Previous studies have largely examined banking, manufacturing, and public-sector organizations (Dona & Hendra, 2018; Rista et al., 2023; Wahyudi et al., 2022), whereas evidence from hospitals and healthcare services, particularly private hospitals in Indonesia, remains limited. In addition, most previous studies rely solely on quantitative survey data, with limited qualitative input from organizational stakeholders such as Human Resource managers.

Novelty of the Study. This study addresses these gaps by examining OCB as a mediator between job satisfaction, organizational commitment, and employee performance in a private hospital setting, Insan Permata Hospital. It combines quantitative SEM-PLS analysis of 43 employees with qualitative insight from a focus group discussion with the Human Resources Manager. Furthermore, it simultaneously examines direct and OCB-mediated relationships, providing an integrated understanding of how these variables influence employee performance and offering practical guidance for hospital HR management.

Underpinning Theory. This study is grounded in Social Exchange Theory and the Ability-Motivation-Opportunity (AMO) framework. Social Exchange Theory (Blau, 1964) proposes that employees who perceive favourable organizational treatment, reflected in job satisfaction and organizational commitment, reciprocate through discretionary behaviours such as OCB, which benefit organizational outcomes. The AMO framework (Appelbaum, Bailey, Berg, & Kalleberg, 2000) explains performance through ability, motivation, and opportunity. Job satisfaction and organizational commitment function primarily as motivational antecedents that require

behavioural channels such as OCB to translate into observable performance. These theories therefore explain why attitudinal variables may have weak direct effects but stronger effects through OCB.

Job Satisfaction. Job satisfaction refers to employees' positive feelings toward their work (Fitriya & Kustini, 2022). Robbins and Judge (2015) define it as a positive feeling resulting from an evaluation of job characteristics. Herzberg's Two-Factor Theory distinguishes hygiene factors, such as salary, working conditions, and supervision, from motivators, such as recognition, achievement, and responsibility, which generate satisfaction and discretionary effort (Herzberg, Mausner, & Snyderman, 1959). Employee performance refers to the quality and quantity of work achieved in fulfilling assigned responsibilities (Logan, 2021).

Organizational Citizenship Behavior (OCB). OCB refers to voluntary behaviours extending beyond formal responsibilities that contribute to organizational effectiveness (Destari & Suwandi, 2023). Organ (1988) defines OCB as discretionary behaviour not directly recognized by the formal reward system but contributing to organizational functioning. It includes assisting colleagues, following organizational norms, and undertaking additional responsibilities (Adhadi et al., 2022). OCB reflects positive contributions supporting organizational goals (Charli & Mahzumi, 2023) and strengthens organizational effectiveness through extra-role behaviour (Lukito, 2020). Consistent with Social Exchange Theory, OCB can be viewed as a reciprocal response to favourable organizational treatment.

Job Performance. Performance reflects employee work quality and productivity. Saputra and Rahmat (2024) measure performance through target achievement, quality, quantity, timeliness, and work discipline, while Setyorini et al. (2021) relate performance to employees' contributions to organizational vision and mission. Consistent with AMO, ability, organizational support, motivation, and effort jointly influence performance. Employees tend to perform optimally when job satisfaction meets their expectations (Rivaldo, 2021), and previous research shows that job satisfaction can positively and significantly influence performance through job characteristics, salary, promotion opportunities, supervision, and co-worker support (Goetz & Wald, 2022).

Organizational Commitment. Organizational commitment reflects employees' psychological and emotional attachment, loyalty, willingness to contribute, and desire to remain in an organization. Meyer and Allen's (1991) Three-Component Model consists of affective, continuance, and normative commitment. This study focuses primarily on affective commitment, consistent with the loyalty-based conceptualization of Badrianto and Astuti (2023). Arestia (2022) and Rosid and Darajat (2022) found positive relationships between organizational commitment, employee performance, and job satisfaction. Organizational commitment motivates employees to contribute toward organizational goals, while Faishol and Priyono (2023) define it as an employee's loyal attitude toward the company.

The Effect of Job Satisfaction on Employee Performance. Findings remain inconsistent. Goetz and Wald (2022) found that job satisfaction positively and significantly affects individual performance, whereas studies in smaller organizational contexts report positive but statistically weak or insignificant direct effects. This suggests that organizational size, sector, and mediating mechanisms such as discretionary behaviour may influence the relationship.

The Effect of Organizational Commitment on Job Performance. Organizational commitment has been found to positively and significantly affect employee performance through loyalty, discipline, and attachment. Rista et al. (2023), Arestia (2022), and Badrianto and Astuti (2023) found that commitment improves performance through intrinsic motivation, loyalty, and emotional attachment. Wahyudi et al. (2022) found a positive and significant effect when OCB

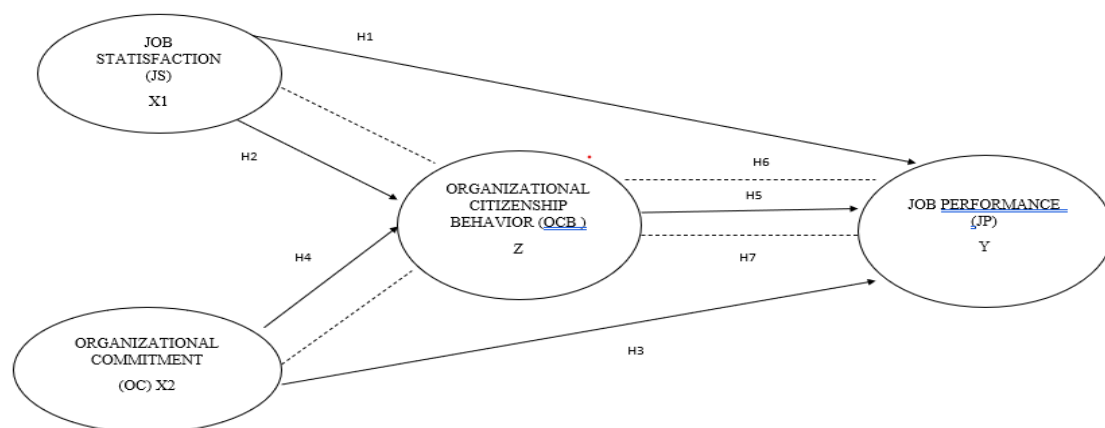
mediates the relationship, whereas Sitio (2021) found no significant mediated effect. This contradiction supports further examination of the relationship.

The Effect of Organizational Citizenship Behavior on Job Performance. OCB positively and significantly influences employee performance. Voluntary behaviours such as helping co-workers, taking initiative, and supporting team progress can improve work quality. Rista et al. (2023) also found a positive relationship between OCB and performance. Neessen et al. (2021) describe OCB as voluntary behaviour beyond formal job descriptions that improves organizational performance, while Saputra et al. (2021) found that organizations with strong OCB can operate more productively.

The Effect of Job Satisfaction and Organizational Commitment on OCB. OCB is positively and significantly influenced by job satisfaction and organizational commitment. Tanjung and Prayekti (2022) found that OCB can strengthen organizational commitment through harmonious relationships and a positive work culture, while Hermanto et al. (2024) found positive associations between quality of work life, organizational commitment, and OCB.

OCB as a Mediating Variable. Dona and Hendra (2018) found that OCB mediates the effects of job satisfaction and organizational commitment on job performance in banking. Wahyudi et al. (2022) similarly confirmed OCB's mediating role between organizational commitment and employee performance in a cooperative setting. However, Sitio (2021) found no significant mediating effect, suggesting that OCB's mediating strength may depend on organizational characteristics. This inconsistency and limited evidence from hospitals constitute the empirical gap addressed by this study.

Conceptual Framework. The conceptual framework consists of Job Satisfaction (X1), Organizational Commitment (X2), Job Performance (Y), and Organizational Citizenship Behavior (OCB) (Z) as the mediating variable.



Source: Processed by researcher 2026.

Hypothesis

H1: There is an influence between Job Satisfaction on Job Performance at Insan Permata Hospital.

H2: There is an influence between Job Satisfaction on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H3: There is an influence between the Organization Commitment to Job Performance at Insan Permata Hospital.

H4: There is an influence between Organization Commitment to Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H5: There is an influence between Organizational Citizenship Behaviour (OCB) on Job Performance at Insan Permata Hospital.

H6: There is an influence between Job Satisfaction on Job Performance mediated by Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

H7: There is an influence between Organization Commitment to Job Performance which is mediated by Organizational Citizenship Behavior (OCB) at Insan Permata Hospital.

METHODS

This research aims to test the hypothesis (hypothesis testing) on the influence of Job Satisfaction, Organization Commitment on Job Performance with Organizational Citizenship Behavior (OCB) as a mediating variable. In this research the sample used was 43 respondents with position levels from the clerk to the department head. Questionnaires distributed to respondents used a Likert scale of 1 to 5. The data sources in this research used primary and secondary data.

Research Testing Instruments. The accuracy and consistency of the results of the study are largely determined by the measuring instruments used. In producing accurate and consistent data, this study uses two types of testing, namely validity testing (test of validity) and reliability testing (test of reliability), which in the testing was carried out with the help of Statistical Package for the Social Sciences software.

Validity Test. Validity is a measure that can show the validity of an instrument. Instruments can be said to be valid if it has a high level of validity; the instrument can be said to be invalid if it has a low validity level (Arikunto, 2010). The criteria used as a limit in the validity test are r count greater than 0.30 (> 0.30) (Iskandar, 2010).

Table 1: Job Satisfaction Validity Test Results

No.	Samples Item	Count	Information
1.	I have a friendly and friendly co-worker	0.670	Valid
2.	My social needs to interact can be fulfilled	0.726	Valid
3.	I have a good relationship with my boss	0.668	Valid
4.	The salary and benefits I receive are in accordance with the work I do	0.538	Valid
5.	My work space makes me comfortable at work	0.538	Valid
6.	My boss is always wise and can give instructions clearly	0.620	Valid
7.	I like my work, because it suits my interests	0.635	Valid
8.	I try to do work with full responsibility	0.520	Valid
9.	My work allows me to develop a career	0.660	Valid

Source: Processed questionnaire data

Table 2: Validity Test Results of Organization Commitment

No.	Samples Item	Count	Information
1.	I feel proud to be part of this organization/company	0.710	Valid
2.	I feel happy when I spend the rest of my career in this organization/company	0.739	Valid



3.	I feel heavy when I leave this organization/company even though I really want to	0.765	Valid
4.	I still work in this organization/company because it is a necessity	0.590	Valid
5.	I feel that this organization/company has contributed a lot to my life	0.635	Valid

Source: Processed questionnaire data

Table 3: Validity Test Results of Organizational Citizenship Behavior (OCB)

No.	Samples Item	Count	Information
1.	I am willing to help do the work of friends who do not work	0.650	Valid
2.	I am willing to help ease the work of my overload (overworked) colleague	0.630	Valid
3.	I am willing to volunteer to do something without being asked	0.550	Valid
4.	I try to do the best for the organization/company	0.680	Valid
5.	I always try to finish the job on time	0.720	Valid
6.	I always think positively about the policies set by the organization/company	0.690	Valid
7.	I always try to comply with all regulations set by the organization/company	0.750	Valid
8.	I always maintain good relations with fellow company employees	0.820	Valid
9.	I follow developments and changes that occur within the organization/company	0.728	Valid
10.	I don't complain when I have to work late	0.710	
11.	I am happy to accept all organizational/company policies even though they are not as expected	0.650	

Source: Processed questionnaire data

Table 4: Test Results for Job Performance Validity

No.	Samples Item	Count	Information
1.	I realize the importance of accuracy in doing work	0.605	Valid
2.	I do a job with a calculation, careful and thorough	0.665	Valid
3.	I am able and understand the routine tasks that are done every day	0.680	Valid
4.	I can fulfill the targets and assignments given	0.680	Valid
5.	In doing a job, I will not procrastinate and can complete the work according to the target time	0.795	Valid
6.	I look for other alternatives, if I have difficulty completing work	0.755	Valid
7.	I am proactive in finding new ways of working so that work becomes more effective	0.750	Valid
8.	I obey all work rules and procedures	0.740	Valid
9.	I am able to handle emergency situations in carrying out work	0.710	Valid
10.	In my work, I do not depend on others	0.630	

Source: Processed questionnaire data



Reliability Test. According to Ghazali (2011) reliability test is a measuring instrument used to measure a questionnaire which is indicators of a variable. The variable can be said to be reliable if the Cronbach's Alpha value is greater than 0.60 (> 0.60).

Table 5: Reliability Test Results

No.	Variable	Number of Statement Items	Cronbach's Alpha	Information
1.	Job Satisfaction	9	0.878	Reliable
2.	Organization Commitment	5	0.870	Reliable
3.	Organizational Citizenship Behavior (OCB)	11	0.915	Reliable
4.	Job Performance	10	0.910	Reliable

Source: Processed questionnaire data

RESULT AND DISCUSSION

Testing data on the hypothesis in this study using Structural Equation Modeling (SEM) with the help of Partial Least Square (PLS) 4.0 software. The purpose of hypothesis testing is to find out whether the tested hypothesis is accepted or rejected. This can be assessed by looking at the t-value of each hypothesis test result. The threshold for t-value is 1.96, which is equivalent to an error tolerance (α) of 5% for acceptance and rejection of the hypothesis. If $t > 1.96$ then there is a significant effect between the independent and dependent variable.

Table 6: Hypothesis Test Results

Hypot hesis	Independent Variable	Dependent Variable	β	T-Value	Criteria	Information
H1	Job Satisfaction	→ Job Performance	0.025	0.360	> 1.96	rejected
H2	Job Satisfaction	→ Organizational Citizenship Behavior (OCB)	0.560	6.525	> 1.96	accepted
H3	Organization Commitment	→ Job Performance	0.045	0.615	> 1.96	rejected
H4	Organization Commitment	→ Organizational Citizenship Behavior (OCB)	0.315	3.070	> 1.96	accepted
H5	Organizational Citizenship Behavior (OCB)	→ Job Performance	0.892	17.641	> 1.96	accepted
H6	Job Satisfaction	→ OCB → Job Performance	0.532	6.214	> 1.96	accepted
H7	Organization Commitment	→ OCB → Job Performance	0.315	3.655	> 1.96	accepted

Source: Processed questionnaire data

H1: The test results on the parameter coefficient between Job Satisfaction and Job Performance show a positive relationship with a coefficient value of 0.025, which means that if Job Satisfaction increases it will increase Job Performance as well. The result of the t-value is 0.360, below the critical value of 1.96 at $\alpha = 0.05$, so H_0 is accepted and H_a is rejected. Although the effect given by Job Satisfaction on Job Performance is positive, it is not statistically significant. This finding is consistent with the Ability-Motivation-Opportunity



(AMO) framework (Appelbaum et al., 2000), which suggests that a satisfied employee's motivation does not automatically convert into performance unless it is channeled through a behavioral opportunity such as discretionary, extra-role effort; satisfaction alone, without an accompanying behavioral outlet, is theoretically insufficient to move formal performance indicators.

H2: The test results on the parameter coefficient between Job Satisfaction and Organizational Citizenship Behavior (OCB) show a positive relationship with a coefficient of 0.560, which means that if Job Satisfaction increases it will increase Organizational Citizenship Behavior (OCB) as well. The result of the t-value is 6.525, above the critical value of 1.96 at $\alpha = 0.05$, so H_{02} is rejected and H_{a2} is accepted. This result supports Social Exchange Theory (Blau, 1964): employees who feel satisfied with their jobs perceive that the organization has treated them favourably and reciprocate through voluntary, extra-role contributions.

H3: The test results on the parameter coefficient between Organization Commitment and Job Performance show a positive relationship with a coefficient of 0.045, which means that if Organization Commitment increases, Job Performance will also increase. The result of the t-value is 0.615, below the critical value of 1.96 at $\alpha = 0.05$, so H_{03} is accepted and H_{a3} is rejected. As with H_1 , this insignificant direct path is consistent with the AMO framework: organizational commitment reflects a motivational state (the desire to remain and contribute) that, according to Meyer and Allen's (1991) Three-Component Model, requires a behavioral channel to be translated into measurable performance outcomes.

H4: The results of the parameter coefficient test between Organization Commitment and Organizational Citizenship Behavior (OCB) show a positive relationship with a value of 0.315, which means that if Organization Commitment increases, it will increase Organizational Citizenship Behavior (OCB) as well. The result of the t-value is 3.070, significant at $\alpha = 0.05$ (t table = 1.96), so H_{04} is rejected and H_{a4} is accepted. Consistent with Social Exchange Theory, committed employees feel a stronger sense of obligation toward the organization and therefore engage more readily in voluntary, cooperative behaviors that exceed their formal job description.

H5: The result of the parameter coefficient test between Organizational Citizenship Behavior (OCB) and Job Performance shows a positive relationship with a value of 0.892, which means that if Organizational Citizenship Behavior (OCB) increases, Job Performance will also increase. The result of the t-value is 17.641, well above the critical value of 1.96 at $\alpha = 0.05$, so H_{05} is rejected and H_{a5} is accepted. This is the strongest path coefficient in the model and directly supports Organ's (1988) original theorization of OCB as a behavior that, in aggregate, promotes organizational effectiveness; in the hospital context, cooperative, helping, and rule-compliant behaviors among staff directly support the smooth functioning of clinical and administrative processes, which is reflected in higher performance.

H6: The parameter coefficient test between Job Satisfaction on Job Performance with Organizational Citizenship Behavior (OCB) as a mediating variable shows a positive relationship with a coefficient of 0.532, which means that as Job Satisfaction increases, Organizational Citizenship Behavior (OCB) will increase and, in turn, will increase Job Performance. The result of the t-value is 6.214, above the critical value of 1.96 at $\alpha = 0.05$, so H_{06} is rejected and H_{a6} is accepted. Combined with the insignificant direct effect found under H_1 , this result indicates that OCB fully mediates the relationship between Job Satisfaction and Job Performance, empirically confirming the Social Exchange/AMO-based theoretical rationale proposed in the research gap section: satisfaction shapes performance primarily by first generating discretionary citizenship behavior.

H7: The parameter coefficient test results between Organization Commitment and Job Performance with Organizational Citizenship Behavior (OCB) as a mediating variable show a positive relationship, with a coefficient of 0.315, which means that as Organizational Commitment increases, Organizational Citizenship Behavior (OCB) will increase, which in turn increases Job Performance. The result of the t-value is 3.655, above the critical value of 1.96 at $\alpha = 0.05$, so H_{07} is rejected and H_{a7} is accepted. As with H_6 , and taken together with the insignificant direct path in H_3 , this confirms that OCB also fully mediates the relationship between Organizational Commitment and Job Performance, reinforcing Meyer and Allen's (1991) proposition that commitment must be behaviorally expressed to generate organizational value, and extending this proposition, through the present findings, into the private hospital services context.

CONCLUSION

Based on the results of the data that have been analyzed and processed using SEM-PLS above, and interpreted through the lens of Social Exchange Theory and the Ability-Motivation-Opportunity (AMO) framework, it can be concluded as follows: (1) Job Satisfaction has a positive but not significant direct influence on Job Performance at Insan Permata Hospital, indicating that satisfaction alone, without a behavioral channel, is insufficient to shape formal performance outcomes; (2) Job Satisfaction has a significant influence on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital, consistent with the reciprocity logic of Social Exchange Theory; (3) Organization Commitment has a positive but not significant direct influence on Job Performance at Insan Permata Hospital, mirroring the same behavioral-channel limitation identified for job satisfaction; (4) Organizational Commitment has a significant influence on Organizational Citizenship Behavior (OCB) at Insan Permata Hospital; (5) Organizational Citizenship Behavior (OCB) has a significant influence on Job Performance at Insan Permata Hospital, and represents the strongest relationship in the model, affirming Organ's (1988) theorization of OCB as central to organizational effectiveness; (6) Job Satisfaction has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB), which combined with the insignificant direct effect in point (1) establishes that OCB fully mediates this relationship at Insan Permata Hospital; and (7) Organization Commitment has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB), which similarly establishes full mediation given the insignificant direct effect in point (3).

Overall, this study provides theory-driven empirical confirmation that in the studied hospital setting, job attitudes (satisfaction and commitment) shape employee performance principally through the discretionary, extra-role behavior captured by OCB, rather than through a direct pathway a novel and previously under-documented finding for the Indonesian private hospital sector.

This study is not without limitations. The sample size of 43 respondents, while adequate for an exploratory SEM-PLS model in a single-site organizational study, is relatively small and may limit the statistical power of the direct-effect estimates and the generalizability of the findings beyond Insan Permata Hospital. The cross-sectional design also restricts causal inference regarding the reciprocal, attitude-to-behavior mechanism proposed under Social Exchange Theory. These limitations should be taken into account when interpreting the results and are addressed further in the following suggestions for future research.

Theoretical Implications. This study contributes to the literature in three ways. First, it provides empirical support for using Social Exchange Theory and the AMO framework jointly to explain why attitudinal antecedents (job satisfaction, organizational commitment) may exert weak direct effects on performance while exerting strong indirect effects through OCB. Second, it extends Organ's (1988) OCB theory and Meyer and Allen's (1991) Three-Component Model of commitment into a healthcare-service organizational context that has been comparatively under-researched relative to banking, manufacturing, and public-sector settings. Third, by demonstrating full mediation for both antecedents simultaneously within a single model, this study resolves part of the empirical inconsistency identified between prior studies (e.g., Wahyudi et al., 2022 versus Sitio, 2021) regarding whether OCB meaningfully mediates the commitment-performance relationship.

Managerial Implications. Based on the results of the above conclusions, several managerial implications can be drawn: (1) Because Organizational Commitment affects Job Performance mainly through OCB, Insan Permata Hospital should increase organizational commitment by

providing training and development so that employees have the skills to perform their tasks well, and by establishing good, transparent communication so that there is no secrecy between employees and the organization; (2) Because Job Satisfaction similarly affects performance mainly through OCB, the hospital should improve job satisfaction by creating a conducive work environment that generates positive feelings and, in turn, encourages voluntary citizenship behavior; (3) Since Organizational Citizenship Behavior (OCB) is the strongest and most direct determinant of Job Performance in this study, hospital management should deliberately cultivate OCB for example through recognition programs, team-based incentives, and a supportive supervisory climate as the most direct behavioral lever available to improve both individual and organizational performance, rather than relying on satisfaction or commitment interventions alone.

Based on the conclusions and limitations expressed by the researcher, they can provide suggestions for the next research, including: (1) Add the number of samples in order to describe the condition of the company as a whole and improve the statistical power of the SEM-PLS estimates; (2) Conduct research on Job Performance by entering other variables such as work motivation, leadership style, or perceived organizational support, which theory suggests may further explain the unexplained variance in the direct paths from Job Satisfaction and Organizational Commitment to Job Performance; (3) Further research can be done at other hospitals or in different service or business industries so that the results can be used as a comparison factor about the causes of Job Performance in the hospital sector and other business industries in Indonesia; and (4) Future studies could adopt a longitudinal design to test the causal direction implied by Social Exchange Theory, given that the reciprocal, attitude-to-behavior mechanism proposed in this study is inferred from cross-sectional data.

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