



## ORIGINAL ARTICLE

# The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) in Lombok Timur Company Employees

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**Abstract.** This study aims to determine the effect of job satisfaction and organizational commitment on Organizational Citizenship Behavior (OCB) among employees at PT Sumber Purnama Sakti, Lombok Timur Branch Office. The research adopts a causal associative design with a quantitative approach. Data were collected using the census method, encompassing all 75 employees at the Lombok Timur Branch Office. The data were analyzed through multiple linear regression analysis. The results indicate that job satisfaction positively and significantly affects employee discipline, suggesting that employees who are satisfied with their jobs are more likely to adhere to company policies and regulations. Similarly, organizational commitment positively and significantly impacts employee discipline, indicating that employees who feel committed to the organization are more likely to maintain high levels of discipline. These findings highlight the importance of enhancing job satisfaction and organizational commitment to foster better OCB, ultimately contributing to the overall success and sustainability of the organization.

**Keywords:** Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Employees.

## A. INTRODUCTION

In this era, every company, including in the automotive industry in Indonesia, must realize the importance of human resources that play a major role in the effectiveness of organizational performance, especially in the long term [1]. Human resources are assets that greatly influence the success of the company [2]. Good human resource management will increase the effectiveness and efficiency of the company, so that the company can achieve its goals better [3]. According to Abu Ghazaleh and Zabadi [4], human resources are the most important resource in an organization because people contribute their energy, talent, creativity, and effort to the organization. Therefore, employees need to make additional efforts made outside of their main responsibilities in the organization that are not required, but contribute to a positive work atmosphere and organizational effectiveness, this is usually called OCB.

According to Kristiani et al. [5], OCB is a form of individual behavior in organizations that consists of discretionary actions not formally required as part of employees' job duties, yet they contribute to the effective functioning of the organization. Mastur et al. [6] similarly defines OCB as extra-role behavior, which encompasses actions not specified in employees' formal job descriptions but are highly valued because they enhance organizational effectiveness and sustainability. Ausat et al. [7] identify several factors influencing OCB, including job satisfaction, organizational commitment, role perception, leadership, perceived fairness, individual disposition, motivation, and age.

One of the factors that influence OCB Job satisfaction is a person's attitude towards his workers who are faced in the work environment [8]. This attitude comes from their perceptions of work job satisfaction stems from aspects of work, such as wages, promotion opportunities, supervisors or supervisors and relationships with coworkers [9], [10], [11]. So it can be interpreted that job satisfaction is an expression of a person's feelings or attitudes towards his own work is closely related to efforts someone at work because employees who tend to be

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dissatisfied will behave not optimally, and rarely take the time and make extra efforts in doing their work. According to Anasi [12], job satisfaction is a generalization of attitudes towards their work. The indicators of job satisfaction according to Ki et al. [1] are liking their work, loving their work, positive work morale, work discipline, and work performance. According to Hussain and Khayat [13], satisfied employees are more likely to speak positively about the organization, help colleagues, and make their job performance exceed normal estimates, moreover satisfied employees may be more compliant with the call of duty, because they want to repeat their positive experience.

Sumardjo and Supriadi [14], OCB A good organization is one that can help its employees to self-actualize or achieve their dreams, organizations that are unable to do this will experience the risk of losing their best employees. Employee organizational commitment is shown in an attitude of acceptance, strong belief in the values and goals of the organization, as well as a strong urge to maintain and become an important part of the organization's members for the achievement of organizational goals [15]. Khairawati [16], defines commitment as a sense of identification, loyalty, and involvement expressed by employees towards the company or unit of the company. The indicators of organizational commitment according to Chou and Chen [17], suggest that organizational commitment has three indicators, namely: Employee willingness, employee loyalty, and employee pride in the organization.

This research was conducted at PT Sumber Purnama Sakti or SPS Motor, Lombok Timur branch. SPS Motor is one of the companies engaged in two-wheeled automotive sales, specifically Honda brand motorbikes. SPS Motor has the name PT Sumber Purnama Sakti. Branches of this company already exist in various cities, districts and provinces, including the Lombok Timur region located in Paok Motong, Subdistrict Masbagik, Lombok Timur Regency, West Nusa Tenggara. From year to year, motorcycle sales at SPS Motor Honda Lombok Timur continue to increase. In 2022, the total sales of SPS Motor Honda Lombok Timur reached 4,320 units of honda motorbikes, with an average of around 350 units per month or around 12 units per day. This high sales figure is of course caused by the high level of public demand for motorized vehicles and accompanied by a good promotional strategy. Not only that, in its sales, SPS Motor also implements several policies that facilitate consumers in the purchasing process, for example in the ease of credit processes, installments and service.

Based on the results of observations and interviews at PT Sumber Purnama Sakti Lombok Timur regarding OCB. Employees of PT Sumber Purnama Sakti Lombok Timur gave responses OCB at PT Sumber Purnama Sakti Lombok Timur involves various voluntary actions by employees, such as helping coworkers, participating and taking the initiative to do work outside the jobdesk provided by the company, providing constructive input, and maintaining company ethical norms. The phenomenon of job satisfaction at PT Sumber Purnama Sakti Lombok Timur is employees where employees know the direction and objectives in carrying out their work and in accordance with their wishes. Employees also work hard in completing their work and treat coworkers with respect, this is a form of high work morale. Employees also obey every rule in the office as a form of discipline at work, but there are some employees who feel less timely in completing their work and this affects the level of work performance they have so that it can be said that the work performance of PT Sumber Purnama Sakti employees is quite low.

The phenomenon of organizational commitment of PT Sumber Purnama Sakti Lombok Timur is that employees feel emotionally attached to the company, have a moral responsibility to the company, and consider the costs and benefits of staying in the company. Employees of PT Sumber Purnama Sakti Lombok Timur strive to achieve company goals, maintain a positive work culture, and participate in company initiatives. However, some employees responded to the lack of productivity when working this is because the time given to complete a job is quite short so it is not uncommon for delays in completing a job. A work culture that supports this commitment can affect the level of employee loyalty to the company.

Based on this description, where there is an influence of job satisfaction and organizational commitment on employee loyalty to the company OCB, so that this phenomenon makes researchers interested in conducting research with the aim of analyzing the effect of job satisfaction and organizational commitment on the quality of work OCB on employees of PT. SPS Motor Lombok Timur branch office.

## B. METHOD

This research is causality associative research which aims to determine the effect between the independent variable and the dependent variable, as well as how strong and significant the effect is [18]. The research location is PT SPS Motor Lombok Timur branch, located in Masbagik, Lombok Timur, with the research period starting from December 2023 until completion. The research population includes all operational employees in the company, with a total of 75 employees consisting of three departments: Marketing (50 people), Administration (15 people), and AHASS (10 people). Data was collected using the census method by distributing questionnaires to the entire population.

Data collection techniques included interviews, questionnaires, and documentation. Interviews were conducted using a cellphone and notebook, while questionnaires were distributed through pre-tested questionnaires from various research sources. Documentation was done with a cellphone camera to take pictures and photos of archival data related to the object of research. The type of data used is qualitative data which is converted into quantitative data through questionnaires, then processed using SPSS software. Primary data is obtained directly from questionnaires answered by respondents, while secondary data comes from books and related references

The variables studied are OCB as the dependent variable (Y), and Job Satisfaction (X1) and Organizational Commitment (X2) as independent variables. OCB indicators include altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Job satisfaction indicators include liking work, loving work, positive work morale, work discipline, and work performance. Organizational commitment indicators include a sense of comfort with the organization, a sense of belonging to the organization, pride in being part of the organization, and organizational problems are employee problems too. Each statement on the questionnaire is measured using a Likert scale with five answer categories: strongly agree, agree, moderately agree, disagree, and strongly disagree.

The validity test uses the product moment correlation technique, while the reliability test uses the Cronbach Alpha formula. In this study, the minimum correlation value limit used was 0.227. The test results show that all statement items on the job satisfaction (X1), organizational commitment (X2), and OCB (Y) variables have a calculated  $r$  value greater than 0.227, so all items are declared valid and can be analyzed further. Meanwhile, the reliability test results show that the Cronbach's Alpha value for the job satisfaction variable (X1) is 0.953, for the organizational commitment variable (X2) is 0.951, and for the OCB variable (Y) is 0.952. Thus, all statements on the questionnaire are declared reliable. Therefore, the variables of job satisfaction and organizational commitment are declared reliable, and all data in this study can be used as research instruments.

The classical assumption tests carried out include normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test. Data analysis uses multiple linear regression to test the effect of independent variables on the dependent variable. Hypothesis testing is done with the F statistical test to test the validity of the regression model and the t statistical test to test the significance of the effect of the independent variable partially. The coefficient of determination ( $R^2$ ) is used to measure how far the model's ability to explain the dependent variable. A high  $R^2$  value indicates that the independent variables provide almost all the information needed to predict the dependent variable.

## C. RESULT AND DISCUSSION

### Respondent Characteristics

Based on the results of research conducted on 75 respondents through questionnaires that have been distributed, a description of the characteristics of respondents including gender, age, length of service, and education can be seen in **Table 1**. The following is a table that combines all the characteristics of the respondents:

**Table 1. Respondent Characteristics**

| Characteristics   | Category    | Frequency | Percentage  |
|-------------------|-------------|-----------|-------------|
| Gender            | Male        | 43        | 57.33 %     |
|                   | Female      | 32        | 42.67 %     |
| Age               | 20-27       | 42        | 56 %        |
|                   | 28-30       | 10        | 13.33 %     |
|                   | 31-40       | 16        | 21.34 %     |
|                   | 41-50       | 6         | 8 %         |
|                   | >50         | 1         | 1.33 %      |
|                   | <2 years    | 21        | 29 %        |
| Length of Service | 2-3 years   | 20        | 27 %        |
|                   | 4-5 years   | 17        | 22 %        |
|                   | >5 years    | 17        | 22 %        |
| Education         | High School | 39        | 52 %        |
|                   | Diploma     | 6         | 8 %         |
|                   | Bachelor    | 30        | 40 %        |
| <b>Total</b>      |             | <b>75</b> | <b>100%</b> |

Based on the frequency distribution, 43 respondents were male with a percentage of 57.33%, while 32 respondents were female with a percentage of 42.67%. Thus, it can be concluded that the respondents in this study were dominated by men. This is due to the company's need for male employees for field or installation work. The frequency distribution of respondents according to age shows that respondents aged 20-27 years totaled 42 people with a percentage of 56%, the largest age group. Respondents aged 28-30 years totaled 10 people with a percentage of 13.33%, those aged 31-40 years totaled 16 people with a percentage of 21.34%, and those aged 41-50 years totaled 6 people with a percentage of 8%. Finally, respondents over 50 years old amounted to 1 person with a percentage of 1.33%. From these results, it can be concluded that the company prioritizes people of productive age, especially those aged 20-27 years, who have high morale to work at PT SPS Motor Lombok Timur Branch Office.

Based on the length of service, respondents who have worked for less than 2 years totaled 21 people with a percentage of 29%. Respondents who have worked between 2-3 years totaled 20 people with a percentage of 27%. Respondents who have worked between 4-5 years totaled 17 people with a percentage of 22%, and respondents who have worked for more than 5 years also totaled 17 people with a percentage of 22%. This happened because the company was just recruiting employees. The frequency distribution of respondents based on education level shows that respondents with high school education amounted to 39 people with a percentage of 52%, D3 amounted to 6 people with a percentage of 8%, and S1 amounted to 30 people with a percentage of 40%. Thus, it can be concluded that the respondents in this study were dominated by employees with the latest high school education level.

### Description of Research Variables

The results of variable categorization can be seen in **Table 2**.

**Table 2. Variable scores and categorization**

| No                       | Indicator     | Mean | Criteria       |
|--------------------------|---------------|------|----------------|
| <b>Work Satisfaction</b> |               |      |                |
| 1                        | Enjoying work | 4.23 | Very satisfied |
| 2                        | Loving Work   | 4.22 | Very satisfied |

| No   | Indicator   | Mean        | Criteria         |
|--|---|-------------|------------------|
| 3  | Positive work morale                              | 3.73        | Satisfied        |
| 4  | Work discipline                                   | 3.64        | Satisfied        |
| 5  | Work performance                                  | 3.88        | Satisfied        |
|  | <b>Average Value</b>                              | <b>3.94</b> | <b>Satisfied</b> |
| <b>Komitmen Organisasional</b>             |   |             |                  |
| 6  | Feeling comfortable with the organization         | 4.02        | High             |
| 7  | Sense of belonging to the organization            | 3.80        | High             |
| 8  | Pride in being part of the organization           | 3.65        | High             |
| 9  | Organizational problems are employee problems too | 3.92        | High             |
|  | <b>Average Value</b>                              | <b>3.85</b> | <b>High</b>      |
| <b>Organizational Citizenship Behavior</b> |   |             |                  |
| 10   | Altruism Conscientiousness Civic Virtue           | 3.73        | High             |
| 11   | Courtesy Altruism                                 | 3.67        | High             |
| 12   | Conscientiousness Civic Virtue Cortesy            | 3.71        | High             |
| 13   | Sportsmanship                                     | 3.77        | High             |
| 14   | Altruism  | 3.70        | High             |
|  | <b>Average Value</b>                              | <b>3.71</b> | <b>High</b>      |

Based on **Table 2**, job satisfaction among employees at PT. SPS Motor Lombok Timur Branch is categorized as very satisfied with an average score of 3.94. The highest individual statement is liking the job with an average score of 4.23, indicating that employees consciously choose their job, know how to perform their tasks, and enjoy their work. The lowest individual statement is employees are obedient and compliant in performing their tasks with an average score of 3.50, reflecting satisfaction derived from orderliness and compliance.

In terms of organizational commitment, the average score is 3.85, categorized as high. The highest individual statement is organizational issues are employee issues with an average score of 4.32, emphasizing that when employees feel neglected, it can create problems within the organization. The lowest individual statement is pride in being part of the organization with an average score of 3.56, showing that commitment to the organization is marked by enthusiasm, dedication, and immersion in work. Regarding OCB, the average score is 3.71, categorized as high. The highest individual statement is sportsmanship with an average score of 3.77, suggesting that employees willingly help colleagues facing difficulties with tasks or personal issues. The lowest individual statement is courtesy altruism with an average score of 3.63, indicating the importance of maintaining good relationships with colleagues to avoid interpersonal conflicts.

### Multiple Linear Regression Analysis Results

Multiple linear regression is a measurement tool regarding the relationship that occurs between the dependent variable and two or more independent variables [19]. In this study, the dependent variable is influenced by the independent variable. So to test or estimate a problem that consists of more than one independent variable cannot be done with simple regression. The analytical tool used in this research is multiple regression. The following is the multiple linear regression formula according to Susanto et al. [20]:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

#### Description:

Y = OCB

a = Constant

b<sub>1</sub> = regression coefficient of variable X<sub>1</sub> (Job Satisfaction)

X<sub>1</sub> = Job Satisfaction

b<sub>2</sub> = Multiple regression coefficients of variables X<sub>2</sub> (Organizational Commitment).

X<sub>2</sub> = Organizational Commitment

e = Standard error

**Table 3. Multiple Regression Analysis**

| Model                          | Unstandard. Coeffi. |            | Standard. Coeff. | TCount<br>(1,993) | FCount<br>(3,12) |
|--------------------------------|---------------------|------------|------------------|-------------------|------------------|
|                                | B                   | Std. Error | Beta             |                   |                  |
| (Constant)                     | 2.926               | 7.892      | -                | -                 | -                |
| Job Satisfaction (X1)          | 0.458               | 0.119      | 0.346            | 3.863**           | 27.533**         |
| Organizational Commitment (X2) | 0.558               | 0.098      | 0.512            | 5.713**           |                  |

Based on **Table 3**, the following results can be formulated:

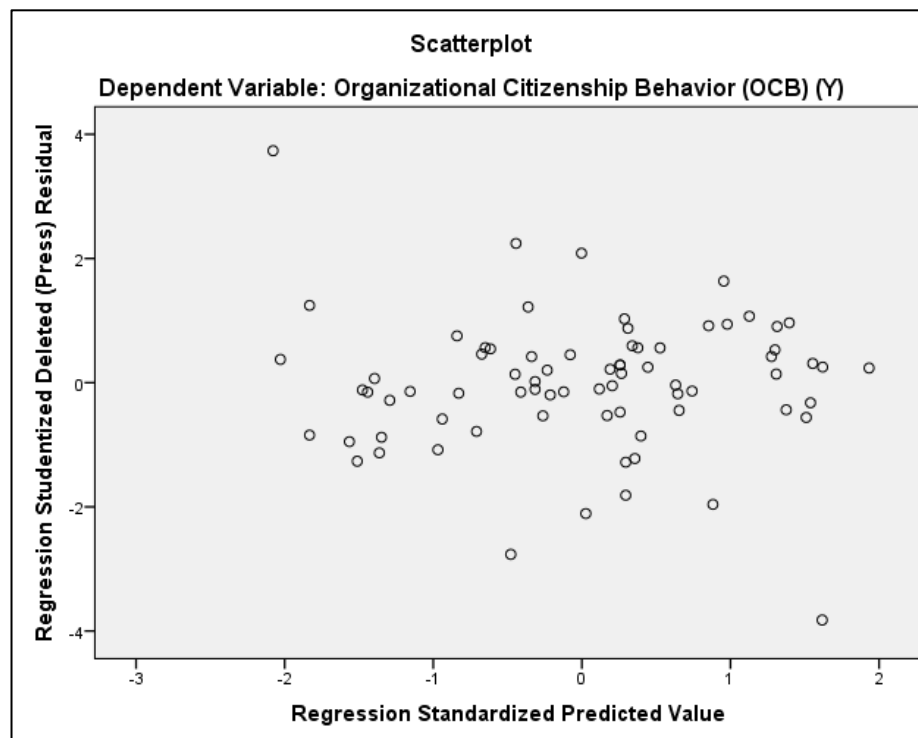
$$Y = 2.926 + 0,458X1 + 0,558X2 + e \quad (2)$$

Based on the results of multiple linear regression equations, several important points can be interpreted. First, the constant value ( $\alpha$ ) of 2.926 indicates that if there is no influence from the variables of job satisfaction and organizational commitment, the value of OCB in employees of PT SPS Motor Lombok Timur Branch Office will be at 2.926. This means that there is a basic level of OCB possessed by employees regardless of their job satisfaction and organizational commitment. The beta 1 ( $\beta_1$ ) coefficient value for the job satisfaction variable (X1) of 0.458 indicates that each one unit increase in the job satisfaction variable will increase employee OCB by 0.458 units, assuming other variables remain constant. In other words, the higher the employee job satisfaction, the higher the OCB shown by employees at PT SPS Motor Lombok Timur Branch Office. This indicates that good job satisfaction can increase employee voluntary behavior that supports organizational functions.

The beta 2 ( $\beta_2$ ) coefficient value for the organizational commitment variable (X2) of 0.558 indicates that each one unit increase in the organizational commitment variable will increase employee OCB by 0.558 units, assuming other variables remain constant. Thus, the higher the organizational commitment of employees, the higher the OCB shown. This means that strong organizational commitment from employees is very important to increase positive behavior that supports the organization at PT SPS Motor Lombok Timur Branch Office.

### Classical Assumption Test Results

The results of the normality test can be seen from **Figure 1**.



**Figure 1. Scatterplot Results**

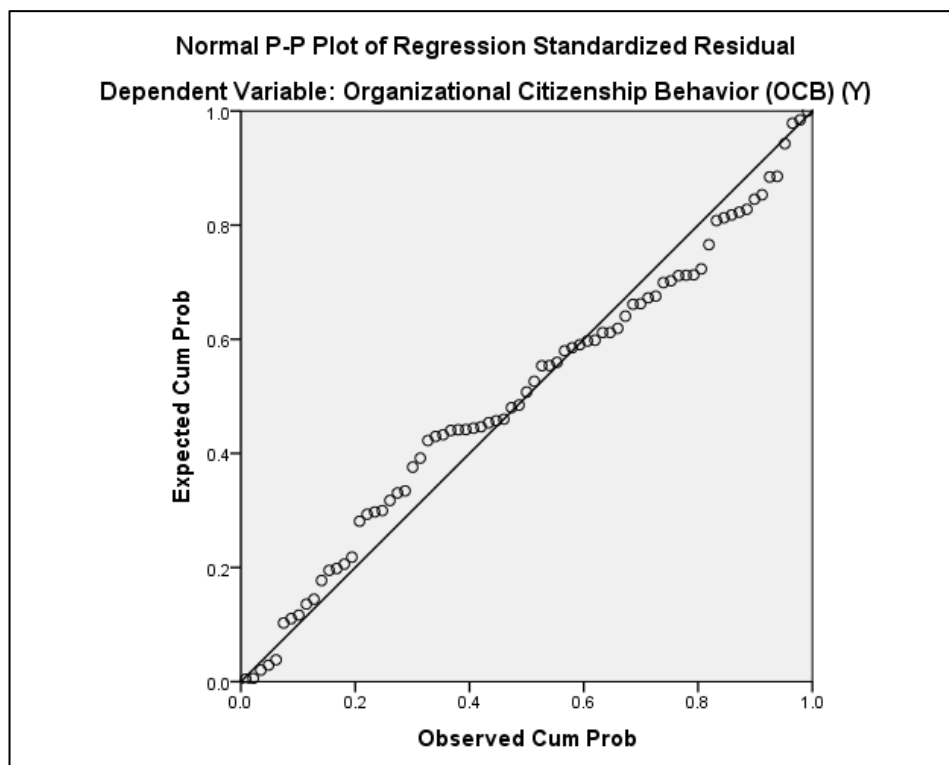
By looking at the display in **Figure 1** the normal graph is seen in the pattern of dots that spread around the diagonal line, and the distribution does not move away from the diagonal

line. Therefore the regression model does not violate the assumption of normality or it can be said that the data is normally distributed. Furthermore, the results of the multicollinearity test can be seen in Table 4.

**Table 4. Multicollinearity Test Results**

| Variable                  | Collinearity statistic |       | Description               |
|---------------------------|------------------------|-------|---------------------------|
|                           | Tolerance              | VIF   |                           |
| Job Satisfaction          | 0.979                  | 1.021 | Free of Multicollinearity |
| Organizational Commitment | 0.979                  | 1.021 | Free of Multicollinearity |

Based on **Table 4**, the Multicollinearity Test results show that the tolerance value of the independent variable, job satisfaction is  $0.979 > 0.10$ , and VIF value is  $1.021 < 10$ , and organizational commitment is  $0.979 > 0.10$ , and VIF value is  $1.021 < 10$ , it can be concluded that based on the multicollinearity test results there is no correlation between the independent variables or in other words there is no multicollinearity problem in this study. While the results of the heteroscedasticity test can be seen in Figure 2.



**Figure 2. Heteroscedasticity Test Results**

Based on **Figure 2**, it is known that the data displayed does not form certain patterns such as forming circles, curves, etc. and the points spread randomly, it can be concluded that there is no heteroscedasticity, so that a good and ideal regression model can be fulfilled.

### F Test Results

Based on **Table 3**, the F test results show that the value of FCount is 27.533, with a significant level of less than 0.000, which is smaller than the standard significance level of 0.05, using a confidence level of 95%. From the calculations, it is evident that the FCount value of 27.533 is greater than 3.12, leading to the acceptance of  $H_a$ . This means that the research on the effect of job satisfaction and organizational commitment on OCB proves that the regression model used meets the assumptions of the feasibility of a research model with the analyzed research data. From the above, it can be seen that the df value of the numerator (N1) is 2, and the df value of the denominator (N2) is 72. The df values are calculated using the formulas  $df = \text{numerator (N1)} = k - 1$  or  $3 - 1 = 2$  and  $df = \text{denominator (N2)} = n - k$  or  $75 - 3 = 72$ . This places Ftable in the column for 3 in the numerator df and the row for 72 in the denominator df, which

is 3.12. Given the values of FCount and Ftabel in this study, it is clear that FCount has a value greater than Ftabel, specifically  $27.533 > 3.12$ . This indicates that the variables of job satisfaction and organizational commitment simultaneously have a significant effect on the OCB of employees at PT SPS Motor Lombok Timur Branch Office.

### Results of the t-test

Based on **Table 3**, the tCount value for the job satisfaction variable (X1) is 3.495 with a significance of 0.001. Since  $tCount > tTable$  ( $3.495 > 1.993$ ), there is a significant partial effect of job satisfaction on OCB among employees at PT SPS Motor Lombok Timur Branch Office. The tCount value for the organizational commitment variable (X2) is 2.089 with a significance of 0.043. Since  $tCount > tTable$  ( $2.089 > 2.007$ ), there is a significant partial effect of organizational commitment on OCB among employees at PT SPS Motor Lombok Timur Branch Office.

### Determination Coefficient Test Results ( $R^2$ )

Based on the information in **Table 3** above, it shows that the adjusted R Square value of 0.418 is transformed into a coefficient of determination of 41.8%. This means that the ability of the independent variables to explain the variance of the dependent variable is 41.8%, the remaining 59.2% is explained or can be influenced by other variables outside the research variables such as those related to employee performance, productivity, work safety, attendance and retention, employee loyalty, and profitability.

## Discussion

### 1. The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results showed that the job satisfaction variable (X1) had a positive and significant effect on the OCB variable (Y) on employees of PT SPS Motor Lombok Timur Branch Office. This means that if the job satisfaction of its employees to increase OCB behavior which will improve employee performance so that it can help the company in achieving its goals. One way that can be taken to increase job satisfaction is to provide equal opportunities and objective assessments of employees in terms of promotions. Based on respondents' responses to late questionnaires distributed by researchers with 5 indicators (liking work, loving work, positive work morale, work discipline and work performance) containing 15 question items, it was found that job satisfaction at PT SPS Motor Lombok Timur Branch Office has an appropriate average. This means that employees of PT SPS Motor Lombok Timur Branch Office have employees who are satisfied with the work provided, so that in the future this will become a reference so that employee jobs can be maintained.

According to Astuti et al. [11] job satisfaction is the perceptions and attitudes of people regarding various aspects of their work. These perceptions can be positive which leads to job satisfaction and can be negative which leads to job dissatisfaction. Positive perceptions can lead to various positive consequences such as high performance, high work motivation and high citizenship behavior, and high work ethic. Conversely, negative perceptions can reduce low performance, low work motivation and low work ethic. The high and low performance of employees will affect the high and low performance of the organization or company.

In the questionnaire results, it is known that the job satisfaction indicator with the highest value comes from the employee's personal factors, namely the statement item on the quality of work results. This means that the majority of employees always pay special attention to the quality of their work. Retail companies can do several things to increase job satisfaction such as providing proper facilities, providing motivation and encouragement and providing promotional opportunities in order to encourage employees to do the job as well as possible and even exceed the responsibilities given to them so as to generate OCB behavior [21]. Retail companies need to build trust and increase welfare so that employees have job satisfaction, both satisfaction that comes from personal factors and from work factors such as satisfaction with the facilities provided by the company, motivation and encouragement provided by superiors, and promotional opportunities provided by the company can encourage these employees to do the



job as well as possible even beyond the responsibilities given to them so as to bring up OCB behavior.

## 2. Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the research results that, the organizational commitment variable (X2) has a positive and significant effect on the OCB variable (Y) on employees of PT SPS Motor Lombok Timur Branch Office. This means that if high employee organizational commitment will improve overall company performance or will reduce employee turnover rates which can harm the company. Based on the respondents' responses to the questionnaire that was distributed late by the researcher with 4 indicators (sense of comfort with the organization, sense of belonging to the organization, pride in being part of the organization, organizational problems employee problems too) containing 12 statement items, it was found that the results of organizational commitment were high on OCB at the company PT SPS Motor Lombok Timur Branch Office.

Yusliza et al. [22] defines commitment as a sense of identification, loyalty, and involvement expressed by employees towards the company or unit of the company. According to Fesharaki and Sehat [23], organizational commitment is a form of psychological construct that is characteristic of the relationship between organizational members and their organization which has implications for individual decisions to continue their membership in the organization. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization.

This result is in accordance with the research of Mailool et al. [24] which shows that organizational commitment has a positive and significant effect on OCB. The results showed that the highest value of the organizational commitment indicator was in the normative commitment indicator, specifically in the statement item regarding employee concern for the company's future. Retail companies can increase organizational commitment by communicating company goals to employees, making them feel involved in achieving these goals. Additionally, companies can give awards as a form of appreciation to outstanding employees. Hendri [25] study on the effect of job satisfaction and organizational commitment on OCB among employees emphasizes the importance of employee commitment. When employees feel they are part of the company, they are more likely to stay and feel responsible for the company's future.

## D. CONCLUSION

Based on the results of the discussion of job satisfaction and organizational commitment to OCB in employees of PT SPS Motor Lombok Timur Branch Office, it can be concluded that the job satisfaction variable has a positive and significant effect on OCB. This shows that increasing employee job satisfaction will increase OCB behavior, which in turn can improve employee performance and help the company achieve its goals. One way to increase job satisfaction is to provide equal opportunities and objective assessment of employees in terms of promotions. In addition, the organizational commitment variable also has a positive and significant effect on OCB. This means that high organizational commitment from employees will improve overall company performance and reduce employee turnover rates that can harm the company. With the acceptance of the hypothesis in this study, supported by the results of data analysis, it shows that job satisfaction and organizational commitment have a significant influence on employee OCB.

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## F. AUTHOR DECLARATION

**Author contributions and responsibilities** - The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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**Competing interests** - The authors declare no competing interests.

**Did you use generative AI to write this manuscript?** - I do not use AI assistance in my manuscript.

**Declaration of generative AI and AI-assisted technologies in the writing process** - During the preparation of this work the author did not use AI to write, edit, or other things related to the manuscript.

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