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Organizational Commitment Bridges Job Satisfaction and Organizational Citizenship Behavior in Hotel Employees

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Abstract

Employee behavior beyond formal duties, known as organizational citizenship behavior, is essential for maintaining service quality and organizational effectiveness, especially in the hospitality industry. Job satisfaction is a key factor influencing employees' positive attitudes and willingness to engage in extra-role behaviors, while organizational commitment serves as a psychological attachment that fosters loyalty and enhanced contribution. This study aims to examine the effect of job satisfaction on OCB, both directly and through the mediation of organizational commitment. A causal-explanatory approach was employed, involving all 45 hotel employees as respondents using saturated sampling. Data were collected through questionnaires, and their validity and reliability were confirmed before analysis. Path analysis and the Sobel test were used to assess direct and mediated relationships among variables. The results indicate that job satisfaction positively affects OCB and significantly influences organizational commitment. Organizational commitment also contributes to OCB and mediates the relationship between job satisfaction and OCB. These findings highlight that enhancing employee satisfaction and commitment is a crucial strategy for fostering proactive behaviors and improving overall organizational performance.

Keywords

Hospitality Industry, Job Satisfaction, Mediation, Organizational Citizenship Behavior, Organizational Commitment.

1. Introduction

The development of the hotel industry in Malang is characterized by an increasing number of hotels operating under diverse classifications and service concepts, resulting in intensified competition. This situation requires management to establish competitive advantages that are not solely dependent on physical facilities or strategic location, but also on the quality of service provided to customers. High-quality service is a key factor in generating guest satisfaction, building a positive image, and sustaining hotel occupancy rates. As service organizations, hotels possess unique characteristics because service production and consumption occur simultaneously and involve direct interactions between employees and customers. Therefore, human resources play a crucial role in the success of hotels (Sunaris et al., 2022). Employees not only perform operational tasks but also represent the company's image through their attitudes, behaviors, and interactions with guests (Amalo et al., 2025). Whiz Prime Hotel Basuki Rahmat Malang, as a modern and efficient hotel, is expected to deliver consistent service, although achieving optimal service quality largely depends on employees' daily attitudes, motivation, and behaviors.

In practice, not all employee behaviors can be formally regulated through job descriptions or standard operating procedures. Service organizations, including hotels, require voluntary work behaviors that arise from employees' awareness and willingness to contribute beyond formal duties. Such behaviors are referred to as Organizational Citizenship Behavior (OCB), defined as discretionary individual actions that are not directly recognized by formal reward systems but positively impact organizational effectiveness. OCB is reflected in employees' willingness to assist colleagues, maintain a conducive work environment, and provide optimal service to customers even beyond formal responsibilities (Fitrio et al., 2019; Susilowati et al., 2022). The presence of OCB is particularly important in the hotel industry because service quality is heavily influenced by interpersonal interactions and employee cooperation. Employees exhibiting high OCB tend to be more responsive to guest needs, attentive to operational processes, and capable of creating a friendly and professional service environment.

One factor considered to have a significant effect on OCB is job satisfaction. Job satisfaction reflects the extent to which employees feel content, comfortable, and fulfilled in their work. It is formed through evaluation of various job aspects, such as reward systems, working conditions, relationships with supervisors and colleagues, and career development opportunities. Employees who are satisfied tend to maintain a positive attitude toward the organization and are more motivated to contribute optimally (Indarti et al., 2017; Naimah & Sari, 2022). Conversely, low job satisfaction can reduce enthusiasm, engagement, and increase turnover intention, negatively affecting service quality.

Additionally, organizational commitment is another crucial aspect of employee work behavior. Organizational commitment reflects employees' psychological attachment to the organization, demonstrated through loyalty, a sense of belonging, and the desire to remain part of the organization (Fitri & Endratno, 2021; Elizabeth et al., 2025). Satisfied employees are more likely to develop high commitment, exert extra effort, and contribute intrinsically (Mubarokah & Nuvriasari, 2024). Organizational commitment also plays a key role in promoting OCB, as highly committed employees demonstrate responsibility, care, and willingness to support the organization in facing challenges (Aryaningtyas & Th, 2019; Chalil & Santosa, 2024).

Although the relationships between job satisfaction, organizational commitment, and OCB have been widely studied, the strength and patterns of these relationships may vary depending on organizational context and industry characteristics. The

hotel industry has unique features, such as high service demands, flexible working hours, and intensive customer interactions, which create distinctive employee behavior dynamics (Pradhiptya, 2013). This study focuses on Whiz Prime Hotel Basuki Rahmat Malang to provide empirical insights into how managing job satisfaction and organizational commitment can foster OCB, enhance service quality, and support sustainable hotel operations.

The findings of this study are expected to contribute to both academic knowledge in human resource management and organizational behavior and practical implications for hotel management. By understanding the factors influencing employee OCB, management can develop more effective human resource strategies, particularly in creating a work environment that enhances employee satisfaction and commitment. Accordingly, the objectives of this study are to analyze the effect of job satisfaction on employees' organizational commitment at Whiz Prime Hotel Basuki Rahmat Malang, examine the effect of job satisfaction on OCB, investigate the effect of organizational commitment on OCB, and explore the mediating role of organizational commitment in the relationship between job satisfaction and OCB at Whiz Prime Hotel Basuki Rahmat Malang.

2. Literature Review and Hypothesis Development

2.1. The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction is a crucial determinant in shaping employees' attitudes and engagement within an organization. It reflects a positive emotional state arising from an individual's assessment of their work experiences (Mubarokah & Nuvriasari, 2024). Employees tend to experience satisfaction when their expectations are met through fair compensation, supportive work environments, and harmonious interpersonal relationships. Conversely, when employees perceive a gap between expectations and reality, dissatisfaction may occur, which can weaken their attachment to the organization. Empirical studies indicate that satisfied employees generally display positive work attitudes and a stronger sense of belonging, which enhances motivation to contribute to organizational goals (Lestaringtyas, 2016; Huda & Kuncoro, 2023).

Several studies support the link between job satisfaction and organizational commitment. Yang (2010) highlights that satisfied employees are more likely to exhibit affective and continuance commitment, potentially reducing turnover rates. Widiastuti et al. (2025) identify job satisfaction as a significant predictor of employee engagement, while Ramlah et al. (2025) suggest that factors such as age and tenure can reinforce organizational commitment. Furthermore, satisfaction with specific job aspects, including supervisor relations, reward systems, and supportive conditions, motivates employees to remain with the organization and demonstrate loyalty (Harumi & Riana, 2019). Therefore, job satisfaction serves as a foundational factor that strengthens employees' attachment to their organization, which subsequently influences work performance and overall commitment.

H1: Job Satisfaction has a positive effect on organizational commitment.

2.2. Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment represents employees' psychological attachment to the organization, encompassing acceptance of organizational values, goals, and a desire to maintain membership. Committed employees exhibit loyalty, dedication, and intrinsic motivation to contribute beyond formal responsibilities. This attachment is crucial in fostering Organizational Citizenship Behavior (OCB), as committed employees are more likely to engage in voluntary actions that support organizational goals. Supriyanto (2013) emphasizes that organizational commitment

motivates employees to actively participate in achieving organizational objectives, while Farisi (2021) notes that high commitment is associated with superior performance, lower absenteeism, and sustained loyalty. Rahman et al. (2014) further indicate that employees' engagement positively affects both work behavior and organizational performance.

In the context of service organizations, organizational commitment becomes a key driver of OCB because highly committed employees are more concerned with customer satisfaction and service continuity (Supriyanto, 2013). Kunda et al. (2019) demonstrate that affective, normative, and continuance dimensions of commitment are linked to positive work behaviors, reinforcing the importance of employee attachment. High commitment encourages employees to go beyond their formal duties, supporting team collaboration and operational efficiency. Consequently, fostering organizational commitment not only strengthens employee loyalty but also serves as a strategic mechanism to enhance OCB within organizations.

H2: Organizational commitment has a positive effect on organizational citizenship behavior.

2.3. The Effect of Organizational Commitment as a Mediator

Organizational commitment serves as a mediating mechanism that bridges the relationship between job satisfaction and OCB. Job satisfaction, as a positive emotional state toward one's work, directly fosters OCB by encouraging voluntary behaviors such as assisting colleagues, maintaining organizational operations, and contributing extra effort (Ünal, 2013; Haque et al., 2019). At the same time, employees' attachment to the organization, reflected through organizational commitment, strengthens this effect. Satisfied employees are more likely to internalize organizational goals and values, which reinforces their engagement in discretionary behaviors that benefit the organization (Supriyanto, 2013; Romi et al., 2021).

Empirical studies highlight that organizational commitment significantly mediates the relationship between job satisfaction and OCB. High satisfaction promotes effective, normative, and continuance commitment, which in turn encourages employees to participate in extra-role behaviors (Supriyanto, 2013; Kunda et al., 2019). This indicates that organizations aiming to enhance OCB should simultaneously focus on increasing job satisfaction and strengthening commitment. By creating a supportive work environment, offering fair rewards, and providing opportunities for professional development, organizations can foster both satisfaction and commitment, which collectively drive proactive employee behaviors (Ramlah et al., 2025; Widiastuti et al., 2025). Consequently, organizational commitment acts as a strategic mediator, transforming employees' positive work attitudes into tangible contributions that enhance organizational effectiveness and service quality.

H3: Organizational commitment mediates the relationship between job satisfaction and organizational citizenship behavior.

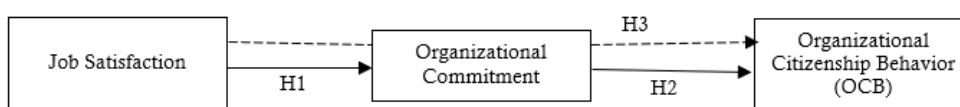


Figure 1. Research Framework

Figure 1 illustrates a research framework examining the relationships between job satisfaction, organizational commitment, and OCB. In this model, job satisfaction is hypothesized to directly influence organizational commitment (H1), which in turn is expected to affect OCB (H2). Additionally, job satisfaction may also have a direct effect on OCB (H3), representing a potential partial mediation by organizational commitment. This framework suggests that employees who are satisfied with their jobs are more likely to feel committed to the organization, which subsequently encourages behaviors that go beyond formal job requirements, contributing to overall organizational effectiveness.

3. Methods

This study utilized an explanatory causal research design to examine and elucidate the cause-and-effect relationships among the variables under investigation. This design was deemed appropriate as the study aims to investigate the effect of job satisfaction on OCB, both directly and indirectly through organizational commitment as a mediating variable. By employing this approach, the study allows for an in-depth analysis of the interrelationships among variables based on a clearly established conceptual framework.

The research was conducted at Whiz Prime Hotel Basuki Rahmat Malang, a service-oriented organization where employee behavior and engagement significantly influence the quality of guest services. The hotel setting was selected due to the naturally occurring variations in job satisfaction, organizational commitment, and OCB, which are relevant for examining the hypothesized relationships. The population consisted of all employees at Whiz Prime Hotel in Basuki Rahmat, Malang. Given the relatively small population size, a saturated sampling technique was applied, including all employees as respondents. Consequently, the sample comprised 45 participants, ensuring comprehensive representation of the population and accurate depiction of the study variables.

Data were collected through a structured questionnaire developed based on the indicators of each research variable. The questionnaire was administered directly to employees to capture quantitative data reflecting their perceptions of job satisfaction, organizational commitment, and OCB. In addition, brief interviews were conducted to provide contextual information regarding employee behavior and workplace conditions, serving as supplementary qualitative data. Prior to analysis, the collected data were tested for validity and reliability using SPSS version 22. Validity testing ensured that each indicator effectively measured its intended construct, while reliability testing assessed the consistency of the instrument in accordance with established standards.

Data analysis commenced with descriptive statistics to provide an overview of respondent characteristics and the distribution of responses for each variable. Subsequently, path analysis was employed to examine the strength and direction of relationships among variables simultaneously. To assess the mediating effect of organizational commitment on the relationship between job satisfaction and OCB, the Sobel test was applied to determine the significance of indirect effects through the mediator. This combination of descriptive and inferential analyses provides a comprehensive and methodologically robust assessment of the relationships among the variables, despite the limited sample size.

4. Results

The characteristics of respondents in this study are presented to provide a general overview of the employee profiles involved as research subjects. Understanding respondent characteristics is essential, as individual backgrounds such as gender, age, tenure, and educational level may influence employees' perceptions of job

satisfaction, organizational commitment, and tendencies toward OCB. Based on the collected data, the research respondents were employees of Whiz Prime Hotel Basuki Rahmat Malang who are directly involved in operational and service activities. In general, the composition of respondents reflects demographic diversity, both in terms of age and tenure. This condition illustrates the dynamic nature of human resources in the hospitality industry, which tends to be heterogeneous and requires high flexibility in task execution.

Regarding tenure, most respondents have worked for more than 1 year, suggesting they have sufficient experience with work systems, organizational culture, and service demands in the hotel environment. Such work experience enables respondents to provide more objective assessments of job satisfaction and organizational commitment. Therefore, the respondents' characteristics in this study are considered relevant and adequate to support the research objectives.

Descriptive analysis was conducted to illustrate the tendencies of respondents' responses to each research variable, namely job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB). The results of this analysis provide an initial overview of the empirical conditions of the studied variables before further testing of inter-variable relationships.

Table 1. Mean Scores

Variable	Indicator	Mean
Job Satisfaction	Task satisfaction	3.69
	Work environment satisfaction	4.11
	Recognition for work	3.64
	Salary and benefits satisfaction	3.69
	Self-development	4.00
	Overall job satisfaction	3.83
Organizational Commitment	Pride in membership	3.69
	Loyalty	4.11
	Long-term commitment	3.64
	Support for organizational goals	3.69
	Effort for organizational interests	4.00
	Overall organizational commitment	3.83
Organizational Citizenship Behavior (OCB)	Helping coworkers	4.00
	Initiative beyond tasks	3.91
	Rule compliance	4.00
	Positive attitude	3.73
	Active participation	4.00
	Overall OCB	3.93

As shown in Table 1, employee job satisfaction at Whiz Prime Hotel Basuki Rahmat Malang exhibits notable variation across indicators. Work environment satisfaction has the highest mean score of 4.11, indicating that most employees feel comfortable and supported by their work environment. Conversely, recognition for work has the lowest mean score of 3.64, which, although lower than other indicators, still falls within the "moderately satisfied" category. Task satisfaction and salary and benefits satisfaction each have mean scores of 3.69, while self-development has a mean score of 4.00. The mean score of the job satisfaction variable is 3.83, suggesting that the majority of respondents have a relatively high level of job satisfaction, albeit with varying intensities across indicators.

The overview of employee organizational commitment based on key indicators. Employee loyalty is the highest-scoring indicator, with a mean of 4.11, reflecting strong attachment to the organization. In contrast, long-term commitment scores 3.64, indicating that not all employees feel fully confident about their long-term involvement in the organization. Pride in membership and support for organizational goals each scored 3.69, while effort for organizational interests scored 4.00. The overall mean of the organizational commitment variable is 3.83, indicating a relatively high level of employee attachment and loyalty, with a positive inclination toward organizational engagement and participation.

Organizational citizenship behavior tends to score relatively high across all indicators. Helping coworkers, rule compliance, and active participation each have a mean of 4.00, indicating that employees consistently demonstrate proactive and considerate behaviors within the workplace. Initiative beyond tasks scores 3.91, while positive attitude is slightly lower at 3.73, suggesting that although most employees exhibit positive behavior, there remains room for improvement. The mean score of OCB is 3.93, indicating that the majority of employees display behaviors that support organizational functioning, although some aspects could be further enhanced.

Table 2. Validity Test

Variable	Indicator	r count	Significance	r table ($\alpha=0.05$)	Information
Job Satisfaction	X1	0.887	0.00	0.287	Valid
	X2	0.685			
	X3	0.895			
	X4	0.579			
	X5	1.000			
Organizational Commitment	M1	0.887	0.00	0.287	Valid
	M2	0.685			
	M3	0.895			
	M4	0.579			
	M5	1.000			
Organizational Citizenship Behavior (OCB)	Y1	0.894	0.00	0.287	Valid
	Y2	0.747			
	Y3	0.895			
	Y4	0.730			
	Y5	1.000			

The validity test results shown in Table 2 indicate that all indicators for the three research variables meet the validity criteria. The r count for each indicator exceeds the r table value (0.287) at a 0.05 significance level, confirming that each item is positively and significantly correlated with the total variable score. For instance, indicator X1 of the job satisfaction variable has an r value of 0.887 with a significance of 0.00, while X5 reaches the maximum r of 1.00, demonstrating that these items effectively measure the job satisfaction construct. A similar pattern is observed for organizational commitment and OCB variables, where all indicators show r counts well above the r table, categorizing all items as valid. Thus, it can be concluded that the research instrument meets validity standards, and each question or indicator accurately represents the corresponding variable.

Table 3. Reliability Test

Variable	Cronbach's Alpha (α)	Information
Job Satisfaction (X)	0.947	Reliable
Organizational Commitment (M)	0.947	Reliable
Organizational Citizenship Behavior (Y)	0.950	Reliable

The reliability test results presented in Table 3 indicate that all three research variables exhibit a high level of internal consistency. The job satisfaction (X) and organizational commitment (M) variables each obtained a Cronbach's Alpha of 0.947, while the OCB (Y) variable reached 0.950. These values exceed the minimum threshold of 0.70, suggesting that the research instrument is stable and reliable. Practically, this implies that respondents provided consistent answers across all items within each variable. In other words, the instrument is not only statistically valid but also reliable, ensuring that the collected data can be trusted for subsequent analyses, including descriptive analysis and hypothesis testing.

The path coefficient calculations were performed using regression analysis through SPSS 22.0 for Windows. The analysis results for the relationship between job satisfaction (X) and organizational commitment (M) are presented in Table 4.

Table 4. Path Analysis Results for Substructure 1

Variable	Standardized Coefficients	Std. Error	t-value	Sig. t-test
(Constant)	0.214	0.248	0.863	0.392
Job Satisfaction (X)	0.887	0.064	13.859	0.000
R ²	0.787	-	-	-
F Statistic	130.014	-	-	0.000

Based on the results in Table 4, the structural equation for the first path can be formulated as follows:

$$M = \beta_1 X + e_1$$

$$M = 0.887X + e_1$$

The analysis results indicate that the regression coefficient of 0.887 with a t-test significance below 0.05 confirms that job satisfaction has a positive and significant effect on organizational commitment. In other words, the higher the level of job satisfaction perceived by employees, the stronger their commitment to the organization. Furthermore, the coefficient of determination (R²) of 0.787 suggests that approximately 78.7% of the variation in organizational commitment can be explained by job satisfaction, while the remaining 21.3% may be influenced by other factors not included in this research model.

Following these results, the next path analysis was conducted to evaluate the influence of job satisfaction (X) and organizational commitment (M) on OCB. The regression results are presented in Table 5 as the basis for further discussion regarding inter-variable relationships.

Table 5. Path Analysis Results for Substructure 2

Variable	Standardized Coefficients	Std. Error	t-value	Sig. t-test
(Constant)	0.103	0.279	0.369	0.714
Job Satisfaction (X)	0.413	0.178	2.320	0.025
Organizational Commitment (M)	0.482	0.164	2.939	0.006
R ²	0.812			
F Statistic	76.543			0.000

Based on the second path analysis, the structural equation can be expressed as:

$$Y = \beta_2 X + \beta_3 M + e_2$$

$$Y = 0.413X + 0.482M + e_2$$

Table 5 shows that job satisfaction has a positive and significant effect on OCB, with a coefficient of 0.413 ($p < 0.05$). Moreover, organizational commitment also significantly contributes to OCB, with a coefficient of 0.482 ($p < 0.01$). Attachment studies emphasize that, in addition to job satisfaction, employee attachment and loyalty to the organization are crucial factors in promoting voluntary extra-role behavior in the workplace.

The coefficient of determination (R^2) of 0.812 indicates that approximately 81.2% of the variation in OCB can be jointly explained by job satisfaction and organizational commitment, while the remaining 18.8% may be influenced by other factors not included in the research model. The regression coefficients for each independent variable are positive with t-test significance values below 0.05, confirming that all independent variables have a significant and positive effect on OCB. In other words, both job satisfaction and organizational commitment make significant contributions to shaping employees' extra-role behaviors in the organization. Before constructing the final path diagram, the standard errors (Pe) for each substructure were calculated, serving as the basis for computing the total determination and validating the path model:

$$Pe_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0.787} = 0.462$$

$$Pe_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0.812} = 0.429$$

Based on these calculations, the error influence for the first path (Pe_1) is 0.462, and for the second path (Pe_2) is 0.429. Subsequently, the total determination coefficient can be calculated using the formula:

$$R_{total}^2 = 1 - (Pe_1)^2 \cdot (Pe_2)^2$$

$$R_{total}^2 = 1 - (0.462)^2 \cdot (0.429)^2$$

$$R_{total}^2 = 1 - (0.213 \cdot 0.184) = 1 - 0.039 = 0.961$$

The total determination value of 0.961 indicates that 96.1% of the variation in OCB is influenced by job satisfaction and organizational commitment, whereas the remaining 3.9% is explained by other factors not included in the model. This demonstrates that the research model is robust in explaining employees' extra-role behaviors at Whiz Prime Hotel, Basuki Rahmat, Malang.

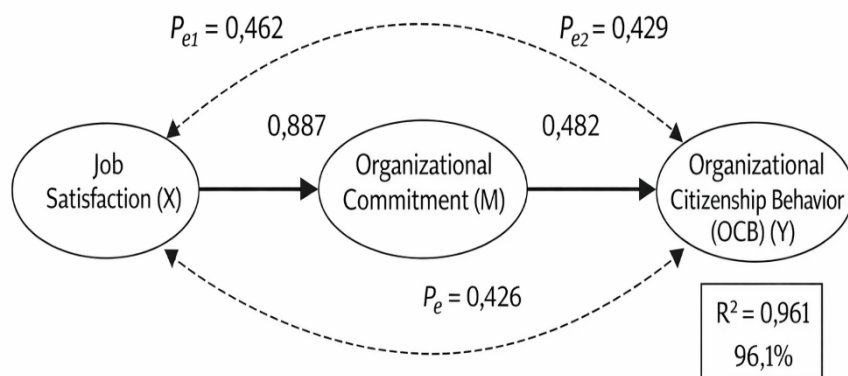


Figure 2. Path Diagram

Figure 2 shows the path model of the relationship between job satisfaction (X), organizational commitment (M), and organizational citizenship behavior (Y). The analysis results show that job satisfaction has a positive effect on organizational commitment (0.887), and organizational commitment then positively influences OCB (0.482). In addition, job satisfaction also has a direct effect on OCB (0.426). The R² value of 0.961 indicates that 96.1% of the variation in OCB can be explained by job satisfaction and organizational commitment, indicating a significant mediator role of organizational commitment in the relationship between job satisfaction and OCB.

Table 6. Direct, Indirect, and Total Effects

Variable Effect	Direct Effect	Indirect Effect via M	Total Effect
Job Satisfaction → Organizational Commitment	0.887		0.887
Job Satisfaction → OCB	0.413	0.426	0.839
Organizational Commitment → OCB	0.482		0.482

Based on Table 6, the calculations show that the indirect effect of job satisfaction on OCB through organizational commitment is 0.426, while the direct effect is 0.413. Therefore, the total effect of job satisfaction on OCB is 0.839, indicating a significant contribution both directly and indirectly.

To formally examine whether organizational commitment mediates the effect of Job Satisfaction on OCB, the Sobel test was conducted using the formula:

$$Z = \frac{a \cdot b}{\sqrt{b^2 \cdot sa^2 + a^2 \cdot sb^2 + sa^2 \cdot sb^2}}$$

Where:

- a = 0.887, sa = 0.064 (coefficient and standard error X → M)
- b = 0.482, sb = 0.164 (coefficient and standard error M → Y)

$$Z = \frac{0.887 \cdot 0.482}{\sqrt{(0.482)^2 \cdot (0.064)^2 + (0.887)^2 \cdot (0.164)^2 + (0.064)^2 \cdot (0.164)^2}}$$

$$Z = \frac{0.427}{\sqrt{0.000952 + 0.0212 + 0.000110}} = \frac{0.427}{0.147} \approx 2.904$$

The Sobel test results show a Z-value of 2.904 > 1.96 with p < 0.05, indicating that organizational commitment significantly mediates the effect of job satisfaction on OCB. In other words, employees' job satisfaction not only directly affects OCB but also indirectly through enhancing organizational commitment.

5. Discussion

The findings of this study indicate that employees at Whiz Prime Hotel Basuki Rahmat Malang generally exhibit high levels of job satisfaction. Employees reported positive perceptions regarding their work conditions, relationships with supervisors, reward systems, and opportunities for personal development. This finding is consistent with Chhabra and Mohanty (2014), who argue that job satisfaction represents a positive emotional state resulting from an individual's evaluation of their work experiences. High levels of job satisfaction in this context suggest that the hotel provides a supportive work environment that encourages employees to perform optimally and engage meaningfully in their roles.

In addition, the study found that employees demonstrate a relatively high degree of organizational commitment. Employees are willing to remain in the organization and continue contributing, reflecting their psychological attachment to the company. This result aligns with Saifi and Shahzad (2017), who emphasize that employees' attachment to the organization plays a crucial role in fostering loyalty and work dedication. Strong organizational commitment not only ensures workforce stability but also motivates employees to maintain high performance and uphold service quality. In service-oriented organizations such as hotels, employee commitment is critical to sustaining consistent service delivery and ensuring customer satisfaction (Darmanto, 2015; Nurjanah et al., 2020).

The findings further reveal that employees are willing to engage in extra-role behaviors, commonly referred to as OCB. Employees actively assist colleagues, ensure operational processes run smoothly, and contribute additional efforts to support organizational success. These results support previous studies by Supriyanto (2013) and Prasetyo et al. (2017), which highlight that satisfied and committed employees tend to exceed their formal job responsibilities, thereby positively impacting organizational effectiveness. Engagement in OCB reflects employees' concern for colleagues' welfare and the overall success of the organization, which is essential for fostering a collaborative and professional workplace culture.

Moreover, the study emphasizes that job satisfaction influences OCB both directly and indirectly through organizational commitment. In other words, employees' satisfaction with their work enhances their attachment to the organization, which in turn encourages them to engage in behaviors that go beyond formal role requirements. This finding corroborates the theory proposed by Najafi et al. (2011), suggesting that high job satisfaction increases employee commitment, which subsequently fosters beneficial extra-role behaviors. The interrelationship among job satisfaction, organizational commitment, and OCB underscores the reciprocal dynamics that contribute to a productive and service-oriented work environment.

The findings highlight the importance of creating a work environment that simultaneously promotes employee satisfaction and strengthens organizational commitment to encourage OCB. Optimal job satisfaction is reflected through fair rewards, harmonious interpersonal relationships, and adequate opportunities for professional growth. High organizational commitment motivates employees to take initiative, contribute beyond formal duties, and maintain service quality. These findings align with Zeinabadi (2010), who emphasizes the close connection between job satisfaction, employee attachment, and proactive workplace behaviors.

Therefore, managerial strategies focusing on meeting employees' needs, enhancing job satisfaction, and strengthening organizational commitment are essential for promoting OCB. Implementing such strategies not only improves the quality of hotel services but also strengthens employee loyalty and productivity, ultimately contributing to the organization's long-term success. The results underscore that employee well-being and organizational attachment are critical foundations for building a positive and sustainable workplace culture.

6. Conclusion

Based on the findings, it can be concluded that job satisfaction and organizational commitment significantly influence employees' OCB at Whiz Prime Hotel, Basuki Rahmat, Malang. Job satisfaction encourages employees to act proactively and contribute beyond their formal responsibilities, while organizational commitment serves as an important mediator, strengthening the relationship between job satisfaction and OCB. This indicates that employees' emotional and professional

engagement is a key factor in translating job satisfaction into tangible behaviors that benefit the organization.

These findings have practical implications for hotel management. Strategies should focus on enhancing employee satisfaction through fair rewards, harmonious work relationships, and opportunities for personal development, while simultaneously fostering organizational commitment to encourage proactive work behaviors. Improving both aspects can not only enhance service quality but also support overall organizational effectiveness and sustainability. The study has several limitations. The sample was limited to a single hotel, which may restrict the generalizability of the results. Additionally, other potential factors influencing OCB, such as organizational culture or leadership style, were not included in the research model. Future research is recommended to expand the study population, incorporate additional variables such as leadership, organizational culture, or work motivation, and apply a longitudinal design to observe changes in employee behavior over time. Such approaches are expected to provide a more comprehensive understanding of the factors driving OCB in the hospitality industry.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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