



## Empowered and Engaged: Exploring the Pathway of Satisfaction and Empowerment to OCB through Organizational Commitment

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### Abstract

Cooperation, advice-giving, and providing extra services are examples of voluntary work behaviors Known as Organizational Citizenship Behavior (OCB), this study aims to quantify the impact of Job Satisfaction ( $H_1$ ) and Empowerment ( $H_2$ ) on OCB ( $Y$ ) through Organizational Commitment ( $Z$ ). With a questionnaire serving as the primary data source, 149 employees of the Jepara Regency PUPR participated in the census method study, which employed multiple linear regression analysis. The results showed that job satisfaction had no effect on organizational commitment or OCB. On the contrary, Empowerment had a positive effect on Organizational Commitment and OCB. Organizational Commitment also had an effect on OCB. Organizational commitment, on the other hand, was able to buffer the association between empowerment and OCB but not the relationship between job satisfaction and OCB. Organizational Commitment's  $r$ -squared value was 0.494, meaning that Job Satisfaction and Empowerment explained 49.4% of the variable. While the  $r$ -square value for OCB was 0.457, meaning that Job Satisfaction, Empowerment, and Organizational Commitment together explained 45.7% of the OCB variable.

Keywords: Job Satisfaction, Empowerment, Organizational Citizenship Behavior, Organizational Commitment

### Abstrak

Kerja sama, pemberian nasihat, dan penyediaan layanan tambahan merupakan contoh perilaku kerja sukarela yang dikenal sebagai Organizational Citizenship Behavior (OCB). Penelitian ini bertujuan untuk mengukur dampak Kepuasan Kerja ( $H_1$ ) dan Pemberdayaan ( $H_2$ ) terhadap OCB ( $Y$ ) melalui Komitmen Organisasi ( $Z$ ). Dengan menggunakan kuesioner sebagai sumber data utama, sebanyak 149 pegawai Dinas PUPR Kabupaten Jepara berpartisipasi dalam penelitian dengan metode sensus yang menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa kepuasan kerja tidak berpengaruh terhadap komitmen organisasi maupun OCB. Sebaliknya, pemberdayaan memiliki pengaruh positif terhadap komitmen organisasi dan OCB. Komitmen organisasi juga berpengaruh terhadap OCB. Komitmen organisasi mampu memediasi hubungan antara pemberdayaan dan OCB, namun tidak mampu memediasi hubungan antara kepuasan kerja dan OCB. Nilai  $r$ -squared untuk Komitmen Organisasi adalah 0,494, yang berarti Kepuasan Kerja dan Pemberdayaan menjelaskan sebesar 49,4% dari variabel tersebut. Sedangkan nilai  $r$ -square untuk OCB adalah 0,457, yang berarti Kepuasan Kerja, Pemberdayaan, dan Komitmen Organisasi secara bersama-sama menjelaskan sebesar 45,7% dari variabel OCB.

Kata kunci: Kepuasan Kerja, Pemberdayaan, Perilaku Kewargaan Organisasi, Komitmen Organisasi

JEL Classification: M12, M14, J28

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## 1. Introduction

*Organizational Citizenship Behavior* (OCB) is characterized by a person voluntarily taking on roles outside of their job description for the organization. Dennis W. Organ (2016). People who act in an OCB style are good citizens. Fu'ad and Gumilar (2018). Behaviors that fall under the Organizational Citizenship Behavior (OCB) category include helping coworkers, volunteering to do extra work, preventing conflicts with coworkers, protecting organizational property, following the rules that govern the organization, putting up with less than ideal or pleasant situations at work, giving constructive criticism at work, and not wasting time at work category work. (Wicaksono & Suko, 2022).

Submitted journal manuscripts According to Muhdar, (2015) Organizational A set of practices known as "citizenship behavior" (OCB) gives organizations the innate ability to cooperate and interact within an open system. Individuals must join the system, be willing to execute roles with little requirements, and exhibit creative and impromptu behaviors in order for an organization to be successful organizational functions. (Darmawan et al., 2022).

*Organizational Citizenship Behavior* (OCB) can result from a number of internal organizational elements, such as worker job satisfaction. (Organ, 2016). Additionally, according to Merisa & Safaria (2023), organizational commitment and empowerment factors have an impact on organizational citizenship behavior (OCB). The variables under investigation in this study are job satisfaction, empowerment, and the mediating factors of organizational commitment. Because of their great level of responsibility, employees must be fair, devoted, kind, and act in an OCB manner in order to achieve the company's goals. (Dwiyanti and Bagia, 2020). According to Organ (2016), one set of data that can be used to demonstrate the characteristics of Organizational Citizenship Behavior (OCB) of a company is employee attendance.

An employee's attitude about duties involving coworkers, the workplace, and rewards given for their efforts is a measure of job satisfaction. (Wijayati & Gradhandika, 2021). When This was further demonstrated in earlier research by Fazriyah & Handayani (2018), which shows that job satisfaction has a positive and significant influence on OCB. Different research results Syaflinursyah (2020) states that job satisfaction does not have a negative impact on OCB. Employees are content with their jobs, they can take the tasks they are given seriously and do them as well as they can, and they are responsible for the work they do. (Mahardika & Wibawa, 2019) partial or simultaneous influence on employee OCB behavior.

Organizational commitment is a psychological phenomenon that strengthens the bond between workers and the business and influences the decision to remain a member. Pandey et al., 2019. Furthermore, organizational dedication is the state in which workers identify with the business and its objectives. In 2020, Septini et al. High-commitment personnel will speak well of their organization, be eager to assist colleagues, go above and beyond the call of duty, and complete tasks independently and without coercion. Wibawa and Mahardika, 2019). Research by Sari and Kurniawan (2023) demonstrates that employee OCB behavior is positively and significantly impacted by organizational commitment. Unlike Hasanah et al. (2023), this study demonstrates that organizational commitment does not influence employee OCB behavior.

Empowerment influences (Paramita & Wibowo, 2021) Organizational citizenship behavior (OCB). One way to increase trust between management and staff is through empowerment. investigation Organizational citizenship behavior is positively and significantly impacted by empowerment, as demonstrated by Nursanti & Anissa (2014). This contrasts with research by Bintari & Rozak (2022), which demonstrates that psychological empowerment has a detrimental and substantial impact on organizational citizenship behavior (OCB).

There was a fairly high number of delays in Jepara DPUPR employees. The highest delay occurred in June up to 52%. The lowest delay occurred in July reaching 24%. The increase in employees was late starting in January, which was initially only 44%, until December it reached 29%. According to Robbins & Judge, (2018) high absenteeism rate exceeding 10% indicates low Organizational Citizenship Behavior is referred to as Ocb. Low Organizational Citizenship Behavior (OCB) is therefore indicated by absenteeism among DPUPR personnel.

By incorporating organizational commitment as a mediating variable between work satisfaction and empowerment towards OCB, this study adopts a more thorough methodology. This method not only looks at the clear connection between the variables, but also explores the internal psychological mechanism (organizational commitment).

The contribution of This study consists of three main parts. Firstly, this study theoretically advances the field of Organizational Citizenship Behavior (OCB) by providing an integrative model that examines the role that organizational commitment plays in mediating the interaction between empowerment and job satisfaction on OCB. It is still uncommon to discuss this strategy together, especially in the public sector. Second, in practice, the results of this study offer strategic direction for the management of government agencies, especially DPUPR Jepara, in improving employee voluntary work behavior through increasing job satisfaction, appropriate empowerment, and strengthening organizational commitment. Third, contextually, this study provides a real contribution in understanding the dynamics of organizational behavior in a bureaucratic environment, which has unique challenges in driving the effectiveness and quality of public services.

## **2. Literature Review and Hypothesis**

### **The Influence of Employee Satisfaction on Organizational Commitment**

Employee This study consists of three main parts. Firstly, this study theoretically advances the field Discusses Organizational Citizenship Behavior (OCB) by offering a comprehensive model that investigates how organizational commitment mediates the relationship between job satisfaction and empowerment on OCB. Discussing this approach collectively is still rare, particularly in the public sector. Second, with regard to implementation, the findings of this research organization. (Nurjanah et al., 2020). Research by Septini et al., (2020) shows that dimensions of job satisfaction, such as satisfaction with superiors, coworkers, and career development opportunities, play an essential part in the formation of emotive commitment. As a result, a 2019 study by Pandey et al. also found that happy employees are more likely to remain with the organization and support its long-term viability. Consequently, it is reasonable to assume that organizational commitment increases with employee satisfaction that is formed.

#### **H1: Job Satisfaction has an effect on Organizational Commitment**

### **The Influence of Empowerment on Organizational Commitment**

Employee empowerment is a process that gives People feel more appreciated and empowered when they have authority, accountability, and trust in the decisions they make about their jobs (Bintari & Rozak, 2022). Self-determination theory states that when people feel competent and have autonomy in their work, they will exhibit higher levels of motivation and attachment to the organization. (Di Virgilio et al., 2018). Previous research by Takaheghesang et al., (2020) stated that the dimensions of psychological empowerment, such as meaning, competence, self-determination, and impact, have a favorable correlation with the affective commitment of employees. Additionally, a study by Paramita and Wibowo (2021) demonstrates that workers who experience a sense of empowerment are more likely to be highly devoted and committed to their company. Therefore, employees' dedication to the company increases with their sense of empowerment.

#### **H2: Empowerment has an effect on Organizational Commitment**

**The Influence of Organizational Commitment on OCB**

Employees' emotional attachment, identity, and involvement with their organization is known as organizational commitment, and it is seen to be a significant factor in promoting extra-role behaviors like organizational citizenship behavior. Sari, E., and others, (2021). Affective commitment theory states that highly committed workers will have a sense of belonging to the company and voluntarily demonstrate positive behavior outside of their formal duties, such as helping coworkers, being loyal to the organization, and maintaining the work environment. (Di Virgilio et al., 2018). Research by Prasetyo, (2020) revealed that affective OCB traits including civic virtue, conscientiousness, and altruism have a strong positive correlation with dedication. Furthermore, committed employees are more likely to support corporate goals by performing optional but necessary volunteer acts, according to a meta-analysis done in 2021 by Ismaillah and Prasetyono. As a result, individuals are more inclined to exhibit Organizational Citizenship Behavior at work if they have a higher level of organizational commitment environment.

**H3: Organizational Commitment has an effect on Organizational Citizenship Behavior****The Influence of Employee Satisfaction on OCB**

Employee The positive mental state that results from evaluating several aspects of the job, such as compensation, the culture of the company, connections with coworkers and superiors, and opportunities for professional development, is known as job satisfaction. Fu'ad and Gumilar (2018). The social exchange theory states that contented employees are more inclined to take actions that benefit the business, such engaging in organizational citizenship. In 2022, Darmawan et al. According to research by Prasetyo (2020), happy employees are more likely to display OCB because they feel appreciated and treated fairly. Additionally, a study by Takaheghesang et al. (2020) found that a number of OCB traits, such as conscientiousness and benevolence, had a positive link with job satisfaction. Thus, the happier employees are, the more probable they are to exhibit OCB behaviors to support the efficacy and smoothness of organizational operations.

**H4: Job satisfaction influences Organizational Citizenship Behavior****The Influence of Empowerment on OCB**

Employee empowerment is an organizational strategy that provides autonomy, trust, and support to employees in decision making and task execution, which can directly encourage extra behavior such as Organizational Citizenship Behavior. (Paramita & Wibowo, 2021). Based on intrinsic motivation theory, when employees feel empowered—that is, they feel competent, have control over their work, and their work is meaningful—they tend to show higher commitment and engagement, which is reflected in OCB. (Bintari & Rozak, 2022). Research by Paramita & Wibowo, (2021) showed that the dimensions of psychological empowerment such as meaning, self-determination, and influence, are positively correlated with OCB behavior. Furthermore, a study by Wikaksono and Suko (2022) found that empowered workers are more likely to support their colleagues, remain devoted to the company, and keep a positive work atmosphere. Therefore, people are more likely to consistently exhibit OCB behaviors at work if they feel more empowered environment.

**H5: Empowerment has an effect on Organizational Citizenship Behavior****The Influence of Employee Satisfaction on OCB through Organizational Commitment**

Employee satisfaction is thought to strengthen allegiance to the organization, which greatly aids in the development of Organizational Citizenship Behavior (OCB). (2018) Di Virgilio and associates. Organizational commitment, especially emotional commitment, motivates workers to go above and beyond their assigned duties by demonstrating OCB. Look into Job satisfaction and organizational commitment are positively connected, and this commitment provides a strong basis for the growth of OCB (Fazriyah & Handayani, 2018). As a result,



organizational commitment serves as a mediator, enhancing the impact of employee satisfaction on OCB.

**H6: Organizational Commitment mediates the influence of Job Satisfaction on Organizational Citizenship Behavior.**

### **The Influence of Empowerment on OCB through Organizational Commitment**

Employee empowerment has a major impact on how Organizational Citizenship Behavior (OCB) develops through increasing organizational commitment.(Paramita & Wibowo, 2021). According to Bintari & Rozak, (2022)The psychological empowerment dimension contributes to increased commitment, which ultimately drives extra-role behavior. Employees who feel empowered not only feel more capable and valued, but also become more committed, and this commitment is what drives them to take positive voluntary actions that support organizational effectiveness. Thus, organizational commitment acts as a mediator that strengthens the effect of empowerment on OCB.

**H7: Organizational Commitment mediates the influence of Empowerment on Organizational Citizenship Behavior.**

**Table 1. Measurement Items**

Variables	Items	Indicators	Source
Job satisfaction	X1.1	Work	(Priyandini et al., 2020)
	X1.2	Wages	
	X1.3	Promotion	
	X1.4	Supervisor	
Empowerment	X2.1	Desire	(Bintari & Rozak, 2022)
	X2.2	Trust	
	X2.3	Confidence	
	X2.4	Communication	
Organizational Commitment	Y1.1	Affective Commitment	(Takaheghesang et al., 2020)
	Y1.2	Continuance Commitment	
	Y1.3	Normative Commitment	
OCB	Y2.1	Altruism	(Darmawan et al., 2022)
	Y2.2	Conscientiousness	
	Y2.3	Sportsmanship	

Table 1 shows the measurement indicators for each variable in the research. Aspects of employment, pay, advancement, and supervision are used to gauge job satisfaction (Priyandini et al., 2020). Empowerment includes desire, trust, self-confidence, and communication (Bintari & Rozak, 2022). Organizational commitment consists of affective, continuance, and normative commitment (Takaheghesang et al., 2020). Meanwhile, OCB is measured by indicators of altruism, conscientiousness, and sportsmanship (Darmawan et al., 2022).

### **3. Data and Method**

This research employs a quantitative methodology. The causal Quantitative research focuses on the link between independent and dependent variables. inquiries that investigate the relationship between two or more variables (Sugiyono, 2019). Both are employed in this study to ascertain the relationship or influence of factors that have an impact on the study's subject. The study's independent components include job satisfaction ( $H_1$ ) and empowerment ( $H_2$ ), whereas organizational commitment ( $Z$ ) and organizational citizenship behavior are the mediating variables ( $Y$ ) which are the bound or dependent variables.

A total of 149 employees of the Jepara Regency PUPR served as the study's population. In order to use all members of the community as samples for the census study (saturated sampling), the study's sample consisted of the 149 employees of the Jepara Regency PUPR. The non-probability sampling method, which gives every element (member) in the population an equal chance of being chosen as a sample, was employed in this sampling study a sample member. In the statistical analysis of the data using the SEM PLS method (Sarstedt & Cheah, 2019). As seen SEM-PLS analysis can be utilized in this study to evaluate intricate correlations between variables. including mediation roles. In addition, this method does not require a normal distribution, is suitable for medium-sized samples, and can test construct validity and reliability simultaneously. In addition, SEM-PLS can be used well in exploratory research with theoretical models involving many variables.

The probability value and t-statistic value demonstrate hypothesis testing. The t-statistic value used for alpha 5% in hypothesis testing, which is done using statistical values, is 1.96. Therefore, when the t-statistic is greater than 1.96, the hypothesis is considered accepted ( $H_a$ ) and rejected ( $H_0$ ). Using probability to reject or accept the hypothesis,  $H_a$  is accepted if the p value  $< 0.05$ .

#### 4. Results

Building a structural model is the first step in data analysis. Next, the measurement model's validity and reliability are tested (outer model), and the significance of the relationship between variables is tested (inner model). Sugiyono (2019). The structural model used in this investigation is based on the conceptual framework that has been established as follows:

##### Convergent Validity

In this study, the factor loading value on the outer loading, which establishes the connection between the indicator and the variables under study, shows the validity of the indicator. An indicator is considered legitimate if it possesses a value of more than 0.7. (Ghozali, 2019).

**Table 2. Outer Loading Stage 1**

	Job satisfaction	Organizational Commitment	OCB	Empowerment
X1.1	0.815			
X1.2	0.765			
X1.3	0.703			
X1.4	0.742			
X1.5	0.793			
X2.1				0.763
X2.2				0.785
X2.3				0.865
X2.4				0.848
Y1.1		0.782		
Y1.2		0.762		
Y1.3		0.687		
Y2.1			0.798	
Y2.2			0.805	
Y2.3			0.815	

Source: SMART-PLS Processing Results (2024).

It can be seen that in the initial stage of outer loading testing, there is still one indicator that has a value below 0.7, namely indicator (Y1.3). Therefore, improvements are needed or the

indicator is eliminated.(Ghozali, 2019).

Table 3. Outer Loading Stage 2

	Job satisfaction	Organizational Commitment	OCB	Empowerment
X1.1	0.815			
X1.2	0.765			
X1.3	0.703			
X1.4	0.742			
X1.5	0.793			
X2.1				0.763
X2.2				0.785
X2.3				0.865
X2.4				0.848
Y1.1		0.782		
Y1.2		0.762		
Y2.1			0.798	
Y2.2			0.805	
Y2.3			0.815	

Source: SMART-PLS Processing Results (2024).

From According to the above table, all indicators have a value greater than 0.7 following improvement, meaning that all of the indicators in this study can be said to be valid and meet the convergent validity criteria.

**Discriminant Validity**

The AVE value is what defines how far the indicator variance is explained by the latent variable. If the AVE value is greater than 0.5, it indicates good convergent validity.

Table 4. Convergent Validity

	AVE
Job satisfaction	0.643
Organizational Commitment	0.673
OCB	0.649
Empowerment	0.667

Source: SMART-PLS Processing Results (2024).

The AVE value for the work satisfaction variable is 0.643, while the values for organizational commitment, OCB, and empowerment are 0.673, 0.649, and 0.667, respectively, according to the above table. Therefore, since the AVE value is higher than 0.5, it can be said that the validity of this study is good.

**Composite Reliability**

*Composite Reliability*namely a construct that explains the indicators used are considered stable and consistent in measurement if the value is more than 0.7.

**Table 5. Composite Reliability**

	Composite Reliability
Job satisfaction	0.878
Organizational Commitment	0.804
OCB	0.847
Empowerment	0.889

Source: SMART-PLS Processing Results (2024).

The results of the table above show that the variables have a composite reliability amount greater than 0.7. Consequently, it can be said that the variables in this research can be considered reliable.

### R-Square

The r-square value ( $r^2$ ) is employed in SEM-PLS analysis to assess the structural model's prediction ability. Strong, moderate, and weak r-squared values are those that approach 0.67, 0.33, and 0.19, respectively. Ghazali (2019). You may see the r-squared value in the following table:

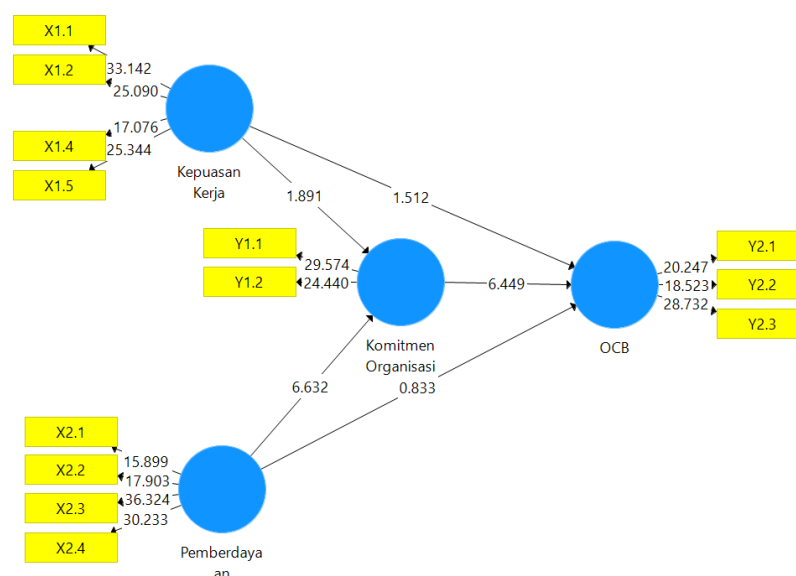
**Table 6. R-Square**

Endogenous Variables	R Square	Adjusted R Square
Organizational Commitment	0.494	0.487
OCB	0.457	0.445

Source: SMART-PLS Processing Results (2024).

This value explains that the strength of the Employee Satisfaction and Empowerment variables in predicting Organizational Commitment is 49.4%. Furthermore, the R-square value for the variable for Organizational Citizenship Behavior (OCB) is 0.457. This figure illustrates how well Organizational Commitment, Empowerment, and Employee Satisfaction predict Organizational Citizenship Behavior (OCB) 45.7%.

### PLS Model Analysis

**Figure 1. Inner Model**



Original sample values approaching +1 indicate a positive relationship, while values approaching -1 indicate a negative relationship.(Sarstedt & Cheah, 2019). The t-statistics value is greater than 1.96 or the p-value is less than the significance level ( $<0.05$ ), both of which signify a meaningful association between the variables. The findings of the test of the research hypothesis are shown in the following table:

**Table7. Total Effect**

	(STDEV)	T Statistics	P Values	Results
KK -> KO	0.097	1,891	0.059	Rejected
KK -> OCB	0.095	1,512	0.131	Rejected
KO -> OCB	0.080	6,449	0,000	Accepted
P -> KO	0.086	6,632	0,000	Accepted
P->OCB	0.106	0.833	0.405	Rejected
KK -> KO -> OCB	0.057	1,668	0.096	Rejected
P -> KO -> OCB	0.052	5,653	0,000	Accepted

Source: SMART-PLS Processing Results (2024).

## 5. Discussion

### The Influence of Job Satisfaction on Organizational Commitment

Job Satisfaction towards Organizational Commitment is 1.891 with a p-value of 0.059 ( $> 0.05$ ). Thus H1 is rejected. Thus Organizational commitment is not impacted by employee satisfaction. Overall, the indications of employee organizational commitment are unable to boost employee engagement to the company, despite the low levels of job satisfaction and organizational commitment. Thus, the idea is either rejected or not accepted. Consistent with the findings According to Bintari and Rozak (2022), organizational commitment is unaffected by job satisfaction Organizational commitment reflects the degree to which individuals identify with the organization and are committed to its goals.(Romaita et al., 2022). The study shows that there is no significant and strong relationship between organizational commitment and satisfaction. Methodological factors such as sample size or uncontrolled variables as well as theoretical factors indicate that job satisfaction is not always directly related to organizational commitment. Therefore, the proposed hypothesis (that job satisfaction has an effect on organizational commitment) may need to be further studied by considering other more relevant factors.

### The Influence of Empowerment on Organizational Commitment

Empowerment The p-value for Organizational Commitment is 0.000 ( $<0.05$ ), and the score is 6.632. H2 is therefore approved. Therefore, organizational commitment is impacted by empowerment. The findings of this study are consistent with those of a study by Bazgir et al. (2018), which found that employee empowerment had a favorable impact on organizational commitment. The outcomes of the study indicate that increasing employee empowerment will increase Organizational Commitment. Empowerment emphasizes factors, delegation, management and encouragement that participate and provide rewards cause employee performance to increase, meaning that employee The impact of empowerment on organizational commitment is favorable. Theoretically, through delegation, participation in decision-making, and acknowledgment of individual efforts, employee empowerment can boost staff loyalty to the company. Because they have greater control and authority over their job, empowered individuals are more attached to company goals and feel more responsible. Consequently, the study's findings do not prove that the hypothesis is incorrect; rather, they demonstrate that empowerment does increase organizational commitment.

### **The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)**

The p-value is 0.000 ( $< 0.05$ ), and the organizational commitment to It is 6.449 for organizational citizenship behavior (OCB). Thus, H3 is accepted. Thus, Organizational Commitment has an impact on Organizational Citizenship Behavior (OCB). Given the high levels of organizational citizenship behavior (OCB) and employee organizational commitment, the fifth hypothesis is accepted. Employee OCBC can generally be increased by the organizational commitment indicators. The results of Priyandini et al. (2020) are corroborated by this study. Organizational commitment has a favorable and considerable impact on Organizational Citizenship Behavior (OCB). Highly dedicated workers at the company are entirely content with their jobs and are prepared to take initiatives that will further the company's goals. (Epron, Edi Sihombing, 2020). Every employee will have a sense of belonging to the company, believe that they are a part of its family, take pride in their employment, enjoy their time there, feel obligated to stay, and have no desire to leave. Rijanti and Paramitha, 2022).

### **The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

A p-value of 0.131 ( $> 0.05$ ) indicates indicates the organizational citizenship behavior (OCB) work satisfaction rate is 1.512. H4 is so overlooked. Thus, employee happiness has no bearing on Organizational Citizenship Behavior (OCB). The results of the study are not supported by the test. Legowo & Soliha's (2022) study found that job satisfaction has a major influence on Organizational Citizenship Behavior (OCB). These results offer one reason why employees are less content when working in environments or circumstances that do not match their expectations, but the opposite can also be observed in employee psychology, excellent career opportunities, and the majority of the length of work of each employee, each individual employee has not been able to feel, assess and determine their high organizational commitment to the company.

### **The Influence of Empowerment on Organizational Citizenship Behavior (OCB)**

With a p-value of 0.405 ( $> 0.05$ ), the impact of empowerment on organizational citizenship behavior (OCB) is 0.833. H5 is thus disproved. So Organizational Citizenship Behavior is unaffected by empowerment (OCB). According to the study's findings, organizational citizenship behavior (OCB) is influenced by employee empowerment; that is, the more empowered employees are, the greater the OCBC in an organization. This is due to the fact that by granting employees more power and responsibility over decision-making, empowerment can greatly increase their self-confidence. In 2022, Naimah et al. Workers that are dedicated to the company do more than just complete tasks and obligations but are willing to show great efforts in helping others.(Arista Windraswari & Tjahjaningsih, 2019).

### **The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) through Organizational Commitment**

Job Satisfaction towards Organizational Citizenship Behavior (OCB) through Organizational Commitment is 1.668 with a p-value of 0.096 ( $> 0.05$ ). Thus H6 is rejected. Thus Organizational Commitment cannot mediate between Employee Satisfaction towards Organizational Citizenship Behavior (OCB). Workers feel less satisfied with their jobs which reflects the suitability of income with the workload and responsibilities they feel, and feel satisfied because there is an opportunity to get a promotion, welfare funds for the family and the existence of an umrah bonus every year which has been proven to have a real impact on the high level of commitment to the Company(Ismaillah & Prasetyono, 2021). In this case, the low level of job satisfaction felt by employees, they still have a high commitment to their company. This condition can occur because employees are proud to be part of the company and have a desire to continue working for the company. So they feel that the act of leaving the company is something that is high risk and fosters a greater drive to do extra role work if someone has

a low commitment(YA Sari & Kurniawan, 2023).

### **The Influence of Empowerment on Organizational Citizenship Behavior (OCB) through Organizational Commitment**

With a p-value of 0.000 ( $<0.05$ ), the Organizational Commitment Empowerment towards Organizational Citizenship Behavior (OCB) is 5.653. Thus, H7 is accepted. Consequently, it has been shown that organizational commitment may serve as a mediator between organizational citizenship behavior (OCB) and empowerment. Based on the results of this study, it can be said that employee behavior that results in job satisfaction is influenced by the rules and values that are a sign of the organizational culture of the research object. The results of the study are in line with research by Wikaksono and Suko (2022) showing a positive correlation between business culture and work happiness. To maintain the level of job satisfaction among employees so that it remains good, company leaders must continue to provide freedom to employees in doing their jobs.(Arifin et al., 2024).

## **6. Conclusion**

Organizational commitment is not impacted by employee satisfaction. Organizational commitment is impacted by empowerment. Organizational Citizenship Behavior (OCB) is influenced by organizational commitment. Organizational Citizenship Behavior is unaffected by employee satisfaction (OCB). Organizational Citizenship Behavior is unaffected by empowerment (OCB). Employee satisfaction and organizational citizenship behavior (OCB) cannot be mediated by organizational commitment. Empowerment and OCB are known to be mediated by organizational commitment. The Organizational Citizenship Behavior (OCB) variable has an r-squared value of 0.457. This figure illustrates how well Organizational Commitment, Empowerment, and Employee Satisfaction predict Organizational Citizenship Behavior (OCB) 45.7%.

The managerial implications of the idea of Organizational Citizenship Behavior (OCB) highlight the significance of employee empowerment and involvement in fostering improved organizational citizenship behaviors “Empowered and Engaged: Tracing the Pathway from Satisfaction and Empowerment to OCB through Organizational Commitment.” To enhance employee job satisfaction and commitment in an organization, managers should concentrate on providing autonomy, delegation, and recognition of employee contributions. If employees feel more satisfied and empowered, their level of engagement with their task will increase. This will motivate them to exhibit OCB, such as helping coworkers or contributing more to organizational goals. Therefore, an employee empowerment-centered management approach has the potential to enhance employee commitment and improve overall organizational performance by creating a more productive and peaceful work environment.

## **Recommendation**

To improve “Empowered and Engaged: Exploring the Pathway of Satisfaction and Empowerment to OCB through Organizational Commitment,” companies need to focus on several strategic steps. First, it is crucial to create empowerment initiatives that provide workers greater authority over their work, such as the ability to oversee projects or take part in decision-making. Furthermore, establishing a setting that encourages employee involvement, such as open forums for discussion and providing constructive feedback, can increase their commitment. Rewarding and recognizing employees’ contributions is also essential to strengthening their attachment to the organization, in ways that can include public recognition or bonuses. Ongoing training courses, particularly those that focus on developing leadership and management skills, will help increase employees’ sense of empowerment and self-confidence.

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