

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEE WELL-BEING THROUGH OCB

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ABSTRACT

This study examines the influence of organizational commitment and job satisfaction on employee well-being, with Organizational Citizenship Behavior (OCB) serving as a mediating variable, at PT Dwima Jaya Utama, Central Kalimantan. Employee well-being is a critical issue in human resource management, as it affects employees' psychological condition, performance, and sustainability at work. The objective of this research is to analyze both the direct and indirect relationships among these variables. This study employs a quantitative approach using a causal-comparative (ex post facto) design. Data were collected through questionnaires distributed to 97 office employees using a census method and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that organizational commitment does not have a significant direct effect on employee well-being but has a positive and significant effect on OCB. Meanwhile, job satisfaction significantly influences both employee well-being and OCB. OCB also has a significant positive effect on employee well-being and mediates the relationship between organizational commitment and job satisfaction on employee well-being. In conclusion, employee well-being is influenced more by job satisfaction and social behavior (OCB) than by commitment alone.

INTRODUCTION

Employee well-being is a critical issue in human resource management as it relates to employee' ability to perform their roles optimally within an organization. The concept is widely discussed within the frameworks of positive psychology and quality of work life. According to Grant et al., (2007), employee well-being refers to a psychological condition characterized by positive feelings, satisfaction, and a sense of meaningfulness at work. Similarly, Wright & Rousseau, (2004) emphasize that employee well-being is linked to individuals' subjective evaluation of their work experiences, including emotional and psychological aspects. In this context, employee well-being encompasses psychological, emotional, and social conditions that enable individuals to function effectively at work, while also reflecting overall work-life quality (Grant et al., 2007; Wright & Rousseau, 2004).

PT Dwima Jaya Utama, a forestry company operating under an IUPHHK-HA license in Central Kalimantan, faces labor-related challenges that may affect employee well-being. Reports indicate that hundreds of employee experienced delays in salary payments for up to two or three months, creating financial pressure, economic uncertainty, and psychological distress. These conditions potentially weaken employee attitudes toward work, particularly organizational commitment and job satisfaction. Organizational commitment, as explained by Meyer & Allen (1997), consists of affective, continuance, and normative components, all of which may decline when organizations fail to fulfill basic employee rights. Meanwhile, job satisfaction, defined by Locke, (1976) as a positive emotional state resulting from job evaluation, is also influenced by hygiene factors such as salary and working conditions Herzberg et al., (1959), which are directly affected in this case.

However, organizational commitment and job satisfaction do not always directly influence employee well-being. In organizational behavior theory, these attitudes are often manifested through behaviors such as Organizational Citizenship Behavior (OCB). Organ, (1988) defines OCB as voluntary behavior that goes beyond formal job requirements but contributes to organizational effectiveness. OCB acts as a mediating mechanism, where employee with higher commitment and job satisfaction are more likely to demonstrate cooperative and supportive behaviors, creating a more positive work environment and reducing psychological stress. Conversely, in conditions like those at PT Dwima Jaya Utama, weakened commitment and satisfaction may reduce OCB, negatively impacting employee well-being.

Empirical studies show inconsistent findings regarding the relationships among organizational commitment, job satisfaction, OCB, and employee well-being. Wangi et al., (2021) found no significant effect of organizational commitment on well-being, while Khansa et al., (2025) reported that job satisfaction may not significantly influence well-being under structural pressures. Similarly, Novianti, (2021) and Salsabilla & Mashuri, (2024) found that certain dimensions of commitment and satisfaction do not significantly affect OCB, while Johansson & Hart, (2023) reported inconsistent effects of OCB on well-being. These inconsistencies highlight a research gap, particularly in labor-intensive companies facing operational uncertainty. Previous studies mostly examined employee well-being in relatively stable organizational settings, while limited research has focused on labor-intensive forestry companies experiencing operational and financial uncertainty.

Such conditions may create different employee perceptions and behavioral dynamics, particularly regarding organizational commitment, job satisfaction, Organizational Citizenship Behavior (OCB), and employee well-being. Therefore, further investigation is needed to clarify these relationships within a more specific organizational context. Therefore, this study examines the influence of organizational commitment and job satisfaction on employee well-being through OCB at PT Dwima Jaya Utama, aiming to provide both theoretical clarification and practical insights for human resource management policies.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment reflects an employee level of psychological attachment to the organization they work for. Highly committed employee generally demonstrate loyalty, a desire to remain, and a willingness to contribute maximally to achieving organizational goals. This commitment is not only related to emotional aspects, but also encompasses rational and moral considerations. Generally, organizational commitment is formed from work experience, the alignment of individual values with the organization, and perceived support and fairness in the workplace. When an organization is able to meet employee expectations, commitment levels increase (Wahyudi1 & Sudiby, 2016).

Furthermore, organizational commitment plays a crucial role in reducing turnover rates and improving performance. Employee with strong commitment tend to be more disciplined, responsible, and highly engaged in their work.

Previous studies indicate inconsistent findings regarding the relationship between organizational commitment and employee well-being. (Wangi et al., 2022) found that organizational commitment does not always significantly influence employee well-being, particularly when employees do not perceive sufficient organizational support. In addition, (Panaccio & Vandenberghe, 2009) explained that employees' perceptions of organizational support may have a stronger influence on well-being than commitment itself. Therefore, the relationship between organizational commitment and employee well-being still requires further investigation.

H1: Organizational commitment has a positive effect on employee well-being.

Organizational commitment is closely related to employees' willingness to contribute beyond their formal responsibilities. Employees with higher organizational commitment are more likely to demonstrate positive and voluntary behaviors within the organization. However, (Novianti, 2021b) found that certain dimensions of organizational commitment do not significantly influence OCB. This indicates that the relationship between organizational commitment and OCB may vary depending on employee conditions and organizational context.

H3: Organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB).

Job Satisfaction

Job satisfaction describes how employee feel about their jobs, both positively and negatively. These feelings emerge from evaluations of various aspects of the job, such as

salary, relationships with superiors and coworkers, work environment, and career development opportunities. Satisfied employees tend to be highly motivated, more productive, and exhibit a positive attitude toward the organization. Conversely, job dissatisfaction can trigger stress, decrease performance, and increase the desire to leave the job.

Job satisfaction also plays a significant role in influencing other variables, such as organizational commitment and extra-role behaviour (OCB). Therefore, organizations need to create a supportive work environment to maintain employee satisfaction levels (Nurhasanah et al., 2025).

Job satisfaction is considered an important factor influencing employee well-being. Employees who feel satisfied with their work tend to experience more positive emotional conditions and lower levels of stress. However, Wirtadipura & Sumarjo, (2025) found that job satisfaction does not always significantly affect employee well-being due to the influence of workload, work pressure, and organizational conditions. Therefore, further studies are needed to clarify the relationship between job satisfaction and employee well-being.

H2: Job satisfaction has a positive effect on employee well-being.

Employees who experience job satisfaction generally tend to demonstrate positive behaviors toward the organization, including Organizational Citizenship Behavior (OCB). However, Santamoko et al., (2025) reported that job satisfaction does not always encourage OCB, especially when satisfaction is primarily influenced by external factors such as salary or facilities. Therefore, the relationship between job satisfaction and OCB still needs further examination.

H4: Job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB).

Employee Well-Being

Employee well-being is a comprehensive condition encompassing physical, mental, and social aspects of the work environment. Employees with high levels of well-being typically feel comfortable, secure, and able to maintain a balance between work and personal life (Nurhasanah & Asmin, 2026).

Factors that influence employee well-being include workload, organizational support, workplace social relationships, and company policies regarding occupational health and safety. A healthy work environment will help reduce stress and improve employees' quality of life. Employee well-being is also closely linked to productivity and performance. Well-being employees tend to be more focused, have sufficient energy, and are able to work optimally. Conversely, low well-being can lead to fatigue, burnout, and decreased performance.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that isn't listed in a formal job description but contributes positively to the organization. This behavior includes helping coworkers, maintaining a healthy work environment, and showing initiative without being asked.

OCB arises from job satisfaction, organizational commitment, and good

interpersonal relationships in the workplace. Employee who feel valued and treated fairly are more likely to engage in extra-role behaviors. OCB plays a crucial role in improving organizational effectiveness, particularly in creating teamwork and a harmonious work environment. With OCB, organizations can operate more efficiently even without close supervision (Widayanti & Farida, 2016).

These four variables are interrelated in the context of human resource management. Employee job satisfaction and well-being are factors that can increase organizational commitment. Furthermore, organizational commitment and job satisfaction encourage the emergence of OCB behaviors. Therefore, organizations that maintain employee well-being and satisfaction will attract loyal employee who are willing to contribute more to the organization.

Organizational Citizenship Behavior (OCB) contributes to the creation of a supportive and harmonious work environment. Employees who engage in positive social behaviors at work tend to experience better psychological and emotional conditions. However, Johansson and Hart (2023) found that OCB does not always significantly influence employee well-being in certain work contexts. Therefore, further investigation regarding the relationship between OCB and employee well-being is still necessary.

H5: Organizational Citizenship Behavior (OCB) has a positive effect on employee well-being.

Employees with strong organizational commitment are more likely to demonstrate Organizational Citizenship Behavior (OCB), such as helping coworkers and supporting organizational activities voluntarily. These positive behaviors may contribute to improving employee well-being by creating a more supportive work environment. Therefore, OCB is assumed to mediate the relationship between organizational commitment and employee well-being.

H6: Organizational Citizenship Behavior (OCB) mediates the relationship between organizational commitment and employee well-being.

Employees who are satisfied with their jobs are more likely to engage in Organizational Citizenship Behavior (OCB), including voluntary and cooperative behaviors within the workplace. These behaviors may strengthen social relationships and create a positive work environment that supports employee well-being. Therefore, OCB is assumed to mediate the relationship between job satisfaction and employee well-being.

H7: Organizational Citizenship Behavior (OCB) mediates the relationship between job satisfaction and employee well-being

RESEARCH METHOD

This section explains the analytical approach used, whether using a qualitative or quantitative approach, respondent/case profile, sample size and determination, data collection method, variable operationalization, and analysis method. This study employs a quantitative research design aimed at testing hypotheses regarding the relationships among measurable variables. Specifically, it uses a causal-comparative (ex-post facto) approach, which seeks to identify cause-and-effect relationships without direct

manipulation of variables by the researcher. In this method, data are collected after certain events or conditions have occurred, and the researcher begins by observing existing phenomena and then tracing possible causal factors. This approach is appropriate when experimental methods are not feasible due to ethical, practical, or logistical constraints. Although it does not provide definitive causal conclusions like experimental designs, it offers an initial understanding of potential relationships among variables (Abdullah et al., 2022). In this study, the design is used to examine the influence of organizational commitment and job satisfaction on employee well-being through organizational citizenship behavior (OCB).

The research was conducted at PT Dwima Jaya Utama, located in Tumbang Manggu Village, Sanaman Mantikei District, Katingan Regency, Central Kalimantan, Indonesia, focusing on office employee. The study took place in 2026, with data collected through questionnaires distributed to selected respondents within approximately one month. The population consisted of all office employee, totaling 97 individuals across various divisions, and the sampling technique used was a census method, meaning all population members were included as respondents. Although the total population consisted of 97 office employee, only 83 questionnaires were returned and considered valid for analysis. The remaining 14 questionnaires were incomplete or could not be processed due to missing responses. Therefore, the final sample used in this study consisted of 83 respondents. The variables examined include organizational commitment Meyer & Allen, (1997), job satisfaction Meyer & Allen, (1997), organizational citizenship behavior (Organ, 1988), and employee well-being Grant et al., (2007), all measured using a five-point Likert scale (Sugiyono, 2019). Data collection techniques included surveys to obtain primary data and documentation to support secondary data, ensuring comprehensive and relevant information for analysis.

Data analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS software. The analysis included descriptive statistics to describe data characteristics, as well as evaluation of the measurement model (outer model) and structural model (inner model). Validity testing covered convergent validity through outer loadings and Average Variance Extracted (AVE), and discriminant validity using the Fornell–Larcker criterion and cross loadings. Reliability was assessed using Composite Reliability and Cronbach’s Alpha, with thresholds ≥ 0.70 indicating acceptable reliability. The structural model was evaluated using path coefficients and R-square values to determine the strength and explanatory power of relationships among variables. Hypothesis testing was performed using bootstrapping to obtain t-statistics and p-values, where t-statistics > 1.96 or p-value < 0.05 indicates statistically significant relationships.

RESEARCH RESULTS AND DISCUSSION

RESULTS

Descriptive statistical analysis in this study aims to provide a comprehensive overview of respondents’ perceptions regarding the research variables, namely organizational commitment, job satisfaction, organizational citizenship behavior (OCB), and employee well-being. The data were collected through questionnaires distributed to

83 respondents using a five-point Likert scale ranging from strongly disagree to strongly agree. This analysis serves as an initial step before conducting further inferential analysis using SEM-PLS, allowing the researcher to understand general response patterns and tendencies.

The results indicate that the majority of respondents selected “agree” and “strongly agree” across most indicators, suggesting that employee generally have positive perceptions of the variables studied. This reflects that employee perceive a relatively favorable working environment, where they feel moderately committed to the organization, satisfied with their jobs, and capable of demonstrating extra-role behaviors. However, the presence of some neutral and disagree responses indicates variability in employee experiences, implying that not all employee share the same level of perception or satisfaction. This variation is important as it highlights potential internal disparities within the organization that may influence overall organizational performance and well-being.

Measurement Model Evaluation (Outer Model)

The evaluation of the measurement model (outer model) aims to assess the validity and reliability of the constructs used in this study. Convergent validity is first examined through outer loading values, where each indicator must have a loading factor greater than 0.70 to be considered valid. Based on the SmartPLS results, all indicators across the variables organizational commitment, job satisfaction, OCB, and employee well-being demonstrate outer loading values above the threshold. This indicates that each indicator strongly represents its respective latent construct and confirms that the measurement model has achieved adequate convergent validity.

	X1	X2	Y	Z
X1.1	0.827			
X1.10	0.869			
X1.11	0.821			
X1.12	0.837			
X1.2	0.866			
X1.3	0.847			
X1.4	0.880			
X1.5	0.828			
X1.6	0.827			
X1.7	0.850			
X1.8	0.842			
X1.9	0.851			
X2.1		0.858		
X2.10		0.876		
X2.2		0.859		

Pict 1. Outer Loading Result

Further validation is conducted through construct reliability and validity testing using Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE). The results show that all constructs have Cronbach’s Alpha and Composite Reliability values exceeding 0.70, indicating high internal consistency. Additionally, AVE values for all variables are above 0.50, confirming that each construct explains more than half of the variance of its indicators. These results demonstrate that the measurement instruments used in this study are both reliable and valid for further analysis.

Table 1. Construct Reliability & Validity

Variabel	Cronbach's Alpha	ρ_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.964	0.967	0.968	0.715
X2	0.964	0.965	0.969	0.756
Y	0.970	0.971	0.974	0.788
Z	0.954	0.956	0.961	0.756

Source: Processed Data 2026

Discriminant validity is also evaluated to ensure that each construct is distinct from others. Using the Fornell–Larcker Criterion, the square root of AVE for each construct is greater than its correlations with other constructs, confirming adequate discriminant validity. This is further supported by cross-loading analysis, where each indicator loads highest on its intended construct compared to others. These findings indicate that all constructs are empirically distinct and accurately measured, strengthening the credibility of the measurement model.

Structural Model Evaluation (Inner Model)

The structural model evaluation focuses on assessing the relationships among latent variables and the explanatory power of the model. This is primarily examined through R-square (R^2) values and path coefficients. The results show that the R^2 value for OCB is 0.484, meaning that organizational commitment and job satisfaction explain 48.4% of the variance in OCB. Meanwhile, the R^2 value for employee well-being is 0.666, indicating that organizational commitment, job satisfaction, and OCB jointly explain 66.6% of the variance in employee well-being. These values suggest that the model has moderate to strong explanatory power, particularly in explaining employee well-being.

Table 2. Square Results

Variabel	R Square	R Square Adjusted
Y	0.666	0.654
Z	0.484	0.471

Source: Processed Data 2026

Path coefficient analysis provides insight into the direction and strength of relationships between variables. The results reveal that organizational commitment has a very weak and negative direct effect on employee well-being (-0.049), indicating that higher commitment does not necessarily improve well-being directly. In contrast, job satisfaction has a strong positive effect on employee well-being (0.477), suggesting that satisfaction plays a crucial role in enhancing employee psychological conditions. Additionally, organizational commitment (0.390) and job satisfaction (0.396) both positively influence OCB, while OCB itself significantly improves employee well-being (0.466).

Table 3. Path Coefficient Results

Variabel	X1	X2	Y	Z
X1			-0.049	0.390
X2			0.477	0.396
Y				
Z			0.466	

Source: Processed Data 2026

These findings highlight that while organizational commitment alone may not directly impact well-being, it contributes indirectly through OCB. Job satisfaction, on the other hand, plays both direct and indirect roles. The structural model therefore confirms the importance of behavioral mechanisms (OCB) in translating employee attitudes into well-being outcomes, emphasizing the complexity of relationships within organizational behavior.

Hypothesis Testing

Hypothesis testing in this study was conducted using the bootstrapping method in SmartPLS, evaluating t-statistics and p-values to determine the significance of relationships. The results show that not all hypotheses are supported. Organizational commitment does not have a significant effect on employee well-being ($t = 0.517$; $p > 0.05$), leading to the rejection of H1. This indicates that employee commitment alone is insufficient to directly enhance their well-being, likely due to external or structural factors within the organization.

Table 4. Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (I O/STDEV)	P Values
X1 → Y	-0.049	-0.044	0.095	0.517	0.605
X1 → Z	0.390	0.385	0.101	3.858	0.000
X2 → Y	0.477	0.477	0.119	3.997	0.000

Source: Processed Data 2026

On the other hand, organizational commitment significantly influences OCB ($t = 3.858$; $p < 0.05$), supporting H2. Similarly, job satisfaction significantly affects both employee well-being ($t = 3.997$; $p < 0.05$) and OCB ($t = 4.004$; $p < 0.05$), confirming H3 and H4. Furthermore, OCB significantly impacts employee well-being ($t = 4.512$; $p < 0.05$), supporting H5. These findings emphasize that job satisfaction and OCB are key determinants of employee well-being, while commitment plays a more indirect role.

Mediation analysis reveals that OCB significantly mediates the relationship between organizational commitment and employee well-being ($t = 2.990$; $p < 0.05$), as well as between job satisfaction and employee well-being ($t = 2.716$; $p < 0.05$).

Table 5. Mediation Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (I O/STDEV)	P Values
X1 >Z-> Y	0.182	0.176	0.061	2.990	0.003
X1 >Z-> Y	0.184	0.187	0.068	2.716	0.007

Source: Processed Data 2026

Table 6. Indirect Effects

	X1	X2	Y	Z
X1			0.182	
X2			0.184	
Y				
Z				

Source: Processed Data 2026

This indicates that employee attitudes are translated into well-being outcomes through social and behavioral mechanisms within the workplace. In other words, employee who are committed and satisfied are more likely to engage in OCB, which in turn fosters a supportive work environment and enhances overall well-being. These results confirm the critical mediating role of OCB in organizational behavior dynamics.

DISCUSSION

The findings of this study indicate that organizational commitment does not have a significant direct effect on employee well-being among employee of PT Dwima Jaya Utama, as evidenced by a T-statistics value of 0.517 and a P-value of 0.605 (>0.05), leading to the rejection of the first hypothesis. Although theoretically organizational commitment reflects employee psychological attachment, loyalty, and willingness to contribute to organizational goals (Meyer & Allen, 1997), this study shows that such commitment alone is not sufficient to directly enhance employee well-being. Employee well-being itself is a broader psychological condition influenced by multiple factors, including job satisfaction, social support, working conditions, and work-life balance. In this context, the dominance of contract-based employee (PKWT) suggests that the commitment formed tends to be more normative or calculative, driven by economic necessity rather than emotional attachment. This condition may occur because employees prioritize job security and financial stability due to the operational uncertainty experienced by the company, thereby limiting its impact on well-being. However, organizational commitment is proven to have a positive and significant effect on Organizational Citizenship Behavior (OCB), with a T-statistics value of 3.858 and a P-value of 0.000 (<0.05), indicating that employee with higher commitment are more likely to engage in voluntary behaviors beyond their formal roles, such as helping colleagues and maintaining harmonious relationships. This finding is consistent with previous studies, including Wangi et al., (2021) and Jha (2025), which emphasize that commitment plays a stronger role in shaping behavior rather than directly influencing well-being.

Furthermore, job satisfaction is found to have a strong positive and significant effect on both employee well-being and Organizational Citizenship Behavior. The results

show a T-statistics value of 3.997 (P-value = 0.000) for its effect on employee well-being and 4.004 (P-value = 0.000) for its effect on OCB, indicating that higher job satisfaction leads to better psychological conditions and increased voluntary behavior. According to Locke (1976), job satisfaction represents a positive emotional state resulting from an individual's evaluation of their job, including aspects such as compensation, supervision, work environment, and relationships with colleagues. Employee who feel satisfied with their jobs tend to experience lower stress levels, higher motivation, and greater emotional balance, which ultimately improves their well-being. In addition, satisfied employee are more likely to demonstrate cooperative and supportive behaviors, contributing to a more positive and productive work environment. These findings are in line with Rukmana, (2024) and Mohammad et al., (2011), who highlight that job satisfaction not only enhances employee well-being but also encourages the emergence of extra-role behaviors that support organizational effectiveness.

Organizational Citizenship Behavior itself has a significant positive effect on employee well-being, as shown by a T-statistics value of 4.512 and a P-value of 0.000, confirming that social and relational dynamics play a crucial role in shaping employee well-being. OCB fosters a supportive and harmonious work environment where employee feel valued, respected, and socially connected, which enhances their psychological and emotional stability. The study also confirms the mediating role of OCB in the relationship between organizational commitment, job satisfaction, and employee well-being. This means that both organizational commitment and job satisfaction influence employee well-being indirectly through OCB, rather than directly. Employee who are committed and satisfied are more likely to engage in positive social behaviors, which in turn create a conducive work environment that supports their well-being.

CONCLUSION

Organizational commitment does not have a significant direct effect on employee well-being, indicating that employee attachment to the organization alone is not sufficient to improve their well-being; however, organizational commitment has a positive and significant effect on OCB, meaning that higher commitment encourages employee to engage in voluntary behaviors beyond their formal duties. Furthermore, job satisfaction is proven to have a positive and significant effect on both employee well-being and OCB, showing that employee who feel satisfied with their jobs tend to experience better well-being and are more willing to contribute positively within the organization. In addition, OCB itself has a significant positive effect on employee well-being, highlighting the importance of cooperative and supportive behaviors in creating a positive work environment. The study also confirms that OCB plays a mediating role, where both organizational commitment and job satisfaction influence employee well-being indirectly through OCB. Based on these findings, it is recommended that organizations focus on improving employee well-being by enhancing job satisfaction through fair compensation, career development opportunities, and supportive leadership, while also fostering OCB by creating a harmonious and collaborative work environment. This study has several limitations. First, the research was conducted only on office employees at PT Dwima Jaya Utama, limiting the generalizability of the findings to other

sectors or employee groups. Second, this study only examined organizational commitment, job satisfaction, Organizational Citizenship Behavior (OCB), and employee well-being, while other factors such as leadership style, work-life balance, and organizational culture were not included. Therefore, future studies are recommended to involve broader research settings and additional variables to obtain more comprehensive findings regarding employee well-being.

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